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**THE PRACTICES OF ISLAMIC HUMAN RESOURCE
MANAGEMENT FUNCTIONS ON ORGANIZATIONAL
COMMITMENT: A STUDY ON ADMINISTRATORS AT
ISLAMIC INSTITUTIONS IN PERLIS**



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UUM
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MASTER OF ISLAMIC BUSINESS STUDIES

UNIVERSITI UTARA MALAYSIA

MAY 2018

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ADMINISTRATORS IN ISLAMIC INSTITUTIONS IN PERLIS**

BY

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**Research Paper Submitted to the
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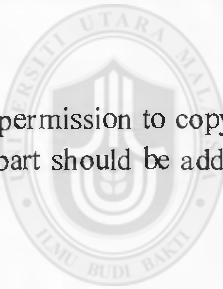
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ABSTRACT

Muslim is the majority of the population, thus they dominate the workforce in Malaysia. Therefore, the implementation of the policy such as *Dasar-dasar Penerapan Nilai Islam* is one of the ways to instill the Islamic values towards the employees. This is to ensure that Muslim can practice the Islamic values in their work life where every employee should give their full commitment to their job as obligated in al-Quran. The commitment among employees is influenced by many factors including the management style of the organization. This research paper aims to identify the relationship and influence of the practices of Islamic human resource management functions on organizational commitment. In order to achieve the objectives, a quantitative research approach was employed where we distributed questionnaires to three Islamic institutions in Perlis. In total, 108 Muslim employees acted as the respondent of this study. The findings revealed that the selected organizations are highly practiced all of the Islamic human resource management functions. Based on the correlation and regression analysis, it shows that all functions are highly and significantly correlated to organizational commitment and recruitment function contributes the most towards organizational commitment. This research is an attempt to provide a reference for the managers and policy makers about the effective ways to manage and optimize the potential of the employees to achieve the organizational goals. This knowledge would also be useful to even non-Muslim managers. They will have a better understanding on human resource management based on Islamic perspective where it may assist them to manage their organization especially the Muslim employees. This research is unique from other previous studies. This research explores in-depth every functions of Islamic human resource management based on the authentic sources. The research was conducted to the different sample to confirm the previous theory and providing an empirical evidence.

Universiti Utara Malaysia

Keywords: Islamic human resource management, organizational commitment, employee

ABSTRAK

Muslim mewakili majoriti populasi, sehingga mereka menguasai tenaga kerja di Malaysia. Oleh itu, pelaksanaan dasar seperti Dasar-dasar Penerapan Nilai Islam adalah salah satu cara untuk menanamkan nilai-nilai Islam terhadap pekerja. Ini adalah untuk memastikan bahawa orang Islam dapat mengamalkan nilai-nilai Islam dalam suasana kerja mereka di mana setiap pekerja Muslim seharusnya memberikan komitmen penuh kepada tugas mereka sebagaimana dituntut di dalam al-Quran. Komitmen di kalangan pekerja dipengaruhi oleh banyak faktor termasuk gaya pengurusan organisasi tertentu. Kertas kajian ini bertujuan untuk mengenal pasti hubungan dan pengaruh amalan pengurusan sumber manusia daripada perspektif Islam terhadap komitmen organisasi. Untuk mencapai matlamat kajian, pendekatan penyelidikan kuantitatif digunakan di mana boring soal selidik diagihkan kepada tiga institusi Islam di Perlis. Secara keseluruhannya, 108 pekerja Muslim bertindak sebagai responden dalam kajian ini. Hasil kajian ini menunjukkan bahawa organisasi yang dipilih mengamalkan fungsi-fungsi pengurusan sumber manusia daripada perspektif Islam dengan begitu aktif. Berdasarkan analisis korelasi dan regresi, ia menunjukkan bahawa semua fungsi berkorelasi sangat tinggi dan ketara terhadap komitmen organisasi dan fungsi pengambilan memberi impak paling tinggi terhadap komitmen organisasi. Penyelidikan ini merupakan usaha untuk menjadikan rujukan kepada para pengurus dan pembuat dasar tentang cara-cara yang berkesan untuk mengurus dan mengoptimumkan potensi para pekerja untuk mencapai matlamat organisasi. Pengetahuan ini juga berguna kepada pengurus bukan Islam. Mereka akan mempunyai pemahaman yang lebih baik mengenai pengurusan sumber manusia berdasarkan perspektif Islam di mana ia dapat membantu mereka menguruskan organisasi mereka terutama pekerja Islam. Kajian ini adalah unik daripada kajian-kajian sebelumnya. Penyelidikan ini mendalami setiap fungsi pengurusan sumber manusia daripada perspektif Islam berdasarkan sumber yang sahih. Penyelidikan ini dijalankan ke atas sampel yang berbeza untuk mengesahkan teori sebelumnya dan juga memberikan bukti empirikal.

Kata kunci: pengurusan sumber manusia daripada perspektif Islam, komitmen terhadap organisasi, pekerja

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

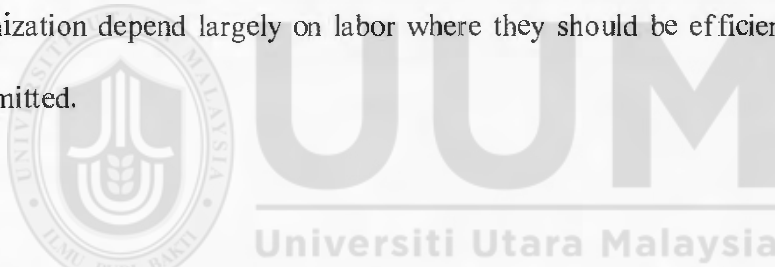
The main objective of this research is to analyze about the practices of Islamic human resource management on organizational commitment. In the beginning, the chapter discusses the research background which related from the human resource functions until the background of the selected Islamic organization for this research. Then, the problem statement of the research as well as the research questions are addressed. Next, this chapter stated the research objectives, significance, scope and the limitation of the study and ends with the organization of this research report.

1.1 Background of the Study

Currently, Muslim is the majority in Malaysia where it contributes about 61.32 % of the population, thus Muslim employees dominated the workforce in this country where they represent the biggest percentage of workforce in Malaysia (Department of Statistics, 2010). Based on Milkovich & Gerhart (2011), human resource are the backbone of an organization. Furthermore, employees that hold values, expectations and attitudes which are similarly aligned with the organizational vision will enhance the continuing prosperity of the organization (Cable & Parsons, 2001, Feldman, 2003). Therefore, the government is gradually planning and implementing an Islamization process starting

from the individual until the higher management of organization and country. Religion is important to enhance the Muslim employees' capabilities in order to be a good and blessed worker towards their particular organization. In some countries, the influence of religion in human resource management (HRM) is formally integrated in the rules and regulations which ruling the relation between employees and organization.

In today's world, gaining a competitive advantage is crucial for the great achievement and success of the organization. Some organizations see this key objectives as their passion for the survival in this aggressive industry. However, to accomplish this goals, organization depend largely on labor where they should be efficient, effective and highly committed.



Developing commitment among labors is the important topic to be focused on especially for the employer and academicians. Workers with a low level of commitment are most likely to less concentrate on their tasks, delay their duties and responsibilities, deceive their supervisors and finally leave the organization if there are another opportunities. In the other hand, employees who are highly committed are tend to be more loyal, innovative as well as productive, and they produce high-quality results for the work that they readily attach with.

Islamic human resource management (IHRM) is an important function to be practiced in an organizations where it helps to optimize the ability of the people to achieve organizational goals or objectives. The employee's satisfaction, commitment and motivation will affect the productivity of the organization, thus manager should fulfill the needs of the employees for the survival of the company. IHRM hold the key of the survival of an organization to ensure the continuous success. Thus, IHRM must be properly and correctly implemented to gain the desired results.

1.2 Research Problem

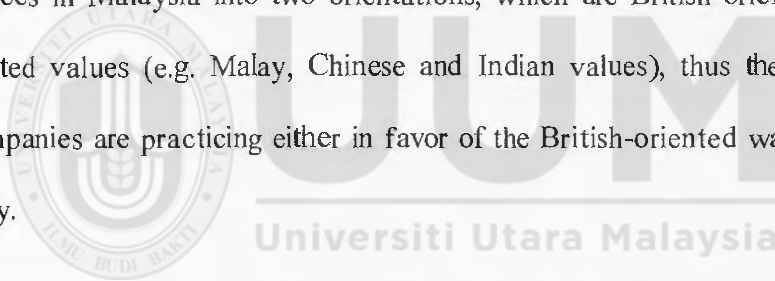
Analyzing the relationship between the practices of Islamic HRM functions on organizational commitment is crucial nowadays, as any organization which implement Islamic HRM functions will tend to have a high level of commitment among employee (Junaidah, 2009).

Two salient ongoing organizational issues faced by top management include eliciting the commitment of employees and staff retention. For organizations, the high cost of recruitment and selection, the lag and productivity loss during assimilation period, the likely loss of business opportunity, poor customer relationship and hidden cost of loss productivity have subsequently highlighted the importance of retaining committed employees as an aspect of survival for organizations. In turn, organizational commitment as a highly researched concept is considered as important as it affects critical employee outcomes like absenteeism, turnover and job performance (Meyer, 1997).

Woo (2015) said that recruitment and selection among candidates into the Malaysian civil service is widely seen as favoring Malay applicants. A total of 47,335 civil servants were appointed in 2012, compared to 29,547 in 2011, with an increase of 60.2 %. Meanwhile the proportion of Chinese and Indian civil servants had declined appreciably by 5.1% in 2005 to 4.3% in 2009 (Lim, 2013). The domination of Malay in the civil service clearly contradicts with the second objective of the New Economic Policy (NEP) which is eliminating the identification of race with economic function. The increasingly ethnically homogenous civil service is far from reflecting the country's multiethnic population composition, and clearly cannot be justified with the Malaysia philosophy. Based on Kadiresan & Javed (2015) in the case of private institutions, the findings show that selection of employee based on the race and religion show high significance towards discrimination.

Performance appraisal system introduced by the Public Service Department in 1992 had faced with a great deal of criticism and comments either from the workers and the workers unions. Based in Ahmad and Ali (2004), the main issue was about the fairness of the evaluation decision pertaining to the appraisal system. A survey which was done by the Congress of Unions of Employees in the Public and Civil Services (CUEPACS) showed that 90% of civil servants were not happy with the implementation of the performance appraisal system (BERNAMA, 2000). This is because the raters do not seem knowledgeable and have enough skills in evaluating as well as they are tend to be biased and not fair (BERNAMA, 2000; Abdul Hamid, 1999).

Malaysia is considered as a Muslim country, thus the government has been introducing and implementing a process of Islamization where the goal is instill the Islamic values among the society in all categories of people (Hashim, 2009). The government has introduced *Dasar Penerapan Nilai-nilai Islam* in 1980s to inculcate the practice of Islamic values in working style, however, this policy is not specifically focus on the IHRM practices. Hashim, (2009) also stated that HRM practice, regulations and systems in this country is significantly influenced by colonization of British which was experienced in the past nineteenth century. Chew (2005) has divided and categorized HRM practices in Malaysia into two orientations, which are British-oriented values and ethnic-oriented values (e.g. Malay, Chinese and Indian values), thus the finding shows that the companies are practicing either in favor of the British-oriented way or the ethnic-oriented way.



The adoption and the development of the concept of HRM in Malaysia is cautious and slow (Cheah-Liaw *et al.*, 2003). Even though the functions of the HR department are getting expanded to a bigger perspective in many organizations in Malaysia, the general notion is still that the HR department plays merely an administrative role. The problem arises because of there is a lack of reference in Islamic HRM and Islamic approach in Malaysian HRM. Besides that, people do not realize that Islam has outlined the ethics in managing people. This is due to the separation of worldly life and religion.

Regarding to this issue, a study on developing the HRM practices from Islamic perspectives is very crucial. Thus, this research aims to study and investigate on the practices of IHRM and the impact of the practices of IHRM towards organizational commitment.

1.3 Research Questions

In this research, research questions were developed based on the above problem statement where it aims to explore more on the practices of Islamic human resource management and the impact towards the organizational commitment. The research questions are as follows;

1. Is there any relationship between demographic factors and the organizational commitment?
2. Is there any relationship between the practices of Islamic human resource management and the organizational commitment?
3. Which of the function of Islamic human resource management influence the most towards organizational commitment?

1.4 Research Objectives

1. To investigate the relationship between demographic factors and the organizational commitment.
2. To examine the relationship between the practices of Islamic HRM functions and the organizational commitment.
3. To identify the influence of Islamic HRM functions on organizational commitment.

1.5 Significance of the Study

The outcomes of this research will fill the gap especially pertaining to the literature related to Islamic human resource management as well as proving that IHRM does influenced the organizational commitment. There were many research conducted before on organizational commitment, organizational performance, organizational motivation, satisfaction and so on, however the results are different between those research, thus this research was conducted to test and explore more on the practices of IHRM on organizational commitment with the different population and sample. Furthermore, the study will provide an empirical evidence on the relationship and the influence between IHRM functions as the independent variable and organizational commitment as the dependent variable. Moreover, the findings of the research can also be a reference for the policy makers in practicing HRM based on the Islamic perspective. It

also may assist the manager of the organization to improve IHRM in his organization in order to utilize and optimize the employee's capabilities and skills.

1.6 Scope and Limitation of the Study

The research conducted aims to investigate the practices of IHRM on the organizational commitment. Thus, organizational commitment will be the dependent variable while recruitment, selection, performance appraisal, training and development, and compensation are the independent variables. The variables chosen will be employed to test the relationship and the influence between independent variables and dependent variable. The study will be conducted at the selected Islamic organizations in Perlis in order to determine the practicality of the IHRM and the influence of IHRM on organizational commitment. The selected organizations are Jabatan Hal Ehwal Agama Islam Perlis (JAIPs), Majlis Agama dan Istiadat Melayu Negeri Perlis (MAIPs) and Jabatan Mufti Negeri Perlis. The respondents are among the staff of the organizations. The study conducted at those selected organization because they are the known Islamic organization in Perlis and the staff are all Muslim. Besides that, the study can only cover at the Islamic institution in Perlis due to the constraints of time.

1.7 Organization of the Thesis

This thesis is structured into five chapters. Chapter 1 provides the background of the study, problem statement, research questions, research objectives, significance of the study, scope and limitation of the study. In chapter 2, it consists of theoretical framework, underpinning theory, literature review and a discussion on the previous research related to this study. This chapter also discusses all the factors that might influence the organizational commitment and also presented the research hypothesis. In chapter 3, it describes the methodology employed in the study which includes research design, sampling design, operational definition and operationalization of the instrument. Questionnaire development and method of data analysis are also discussed in this chapter. In chapter 4, it stated and discussed the results and findings of the study. This chapter presented the research response rate, analysis on the demographic profiles, results from descriptive analysis and the results from inferential analysis. A summary of results is presented at the end of the chapter. In chapter 5, it consists of the discussion on the implication and the limitation of the study. Moreover, recommendation for the institution and the future researcher also has been included in improving the practices and the literature of IHRM.

1.8 Summary of the Chapter

Chapter I discusses the background of the research to give a clear picture in general as an overview for this study. Based on the discussion on the research background, the next chapter will explain more on the literature review and the theoretical framework which will be employed in this research.

CHAPTER2

LITERATURE REVIEW

2.0 Introduction

Chapter 4 explain the theoretical framework which derived based on the literature review and the previous studies on IHRM. This chapter will discuss in details regarding the IHRM functions that will be used throughout the research. The literatures which are related to the topic of the study will be analyzed to identify the relationship between independent and dependent variables.

2.1 Theoretical Framework

The theoretical framework will guide the research and determine which variables should be measured. It is a set of theoretical assumptions that explains the relationships among the sets of phenomena. This study will undertake the main variable which is organizational commitment as the dependent variable and the determinant factors which are IHRM functions as the independent variables. The IHRM functions that will be used are recruitment, selection, performance appraisal, training and development and compensation. The diagram for the theoretical framework for this research can be illustrated as follows:

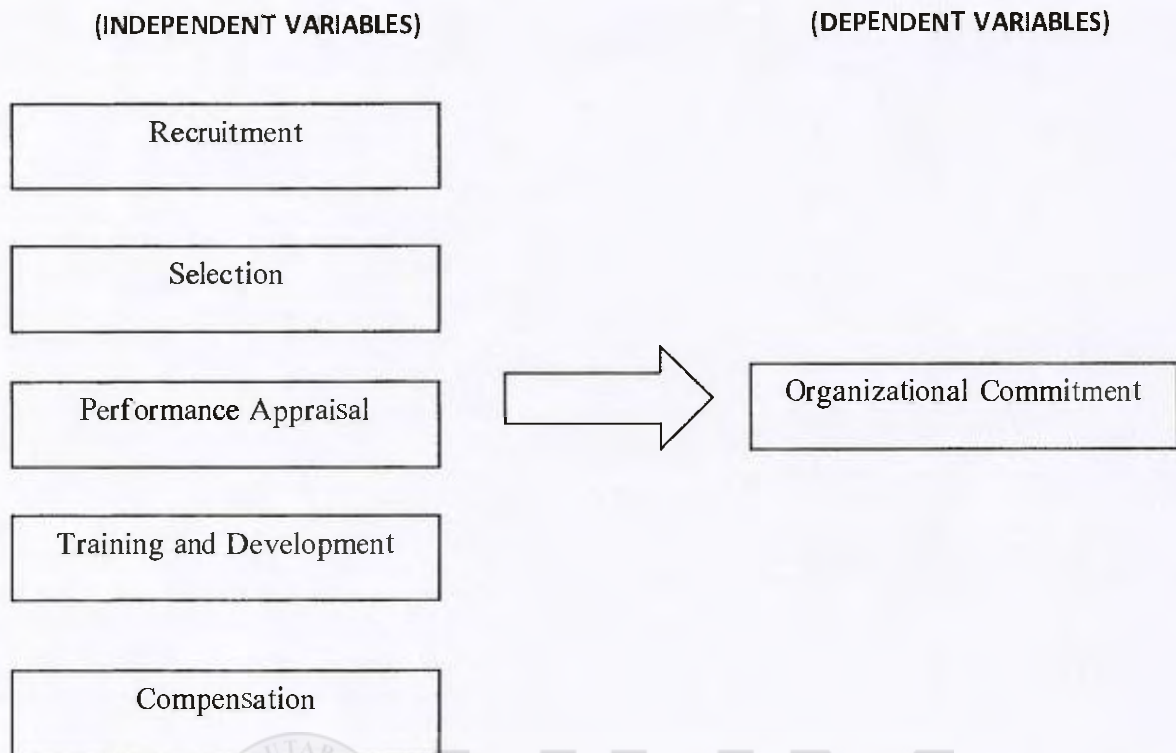


Figure 2. 1 Theoretical Framework

(Sekaran & Bougie, 2013) define theoretical framework as a conceptual model in which it describes on how a theory makes a logical sense of the relationship between a few factors that have been recognized as important towards the problem. A theoretical framework is required to identify the relationship between dependent variables and independent variables that are applied in this research. The foundation of hypothetical-deductive research is the theoretical framework since it is the basis of developing the hypothesis (Sekaran, & Bougie2013). Hence, based on this research, there are two types of variables that are used in the theoritical framework which are dependent variable (DV) and independent variables (IV). The independent variables include recruitment, selection,

performance appraisal, training and development, and compensation while dependent variable is organizational commitment. It clearly shown that the study aims to investigate the relationship between IHRM and organizational commitment and to determine the influence of IHRM towards organizational commitment.

2.2 Previous Theory (Underpinning Theory)

According to Mathis & Jackson (2009), HRM is a design of management of a systems to ensure that human talent is optimized effectively and efficiently to accomplish and achieve the organizational goals. The functions in HRM are including recruitment, selection, placement, motivation, performance appraisal, training development and communication where they need to be practiced in order to fulfill the organizational goals (Gilley, A. et. al., 2009).

According to (Al-Ghazali, 1937) *maqasid al-shariah* is to promote and ensure the well-being of all humankind, which encompasses in protecting the faith (*din*), the human self (*nafs*), the intellect (*`aql*), the posterity (*nasl*) and the wealth (*mal*). Based on Umer, C. (2000) anything that contribute to the protection of these five divisions, it is desirable and it is consider as serving the public interest. Employee's commitment is related to faith (*din*), as a good employee will perform the task at his best towards the organization in order to get the blessed from god. Besides that, IHRM also will protect the human self (*nafs*) where the organization has to ensure the well-being of their employees. The organization has to provide a conducive workplace, a good salary for survival and ensure the safety of their employees.

2.3 Organizational Commitment among Employees

Organizational commitment is defined as the feeling of obligation of the employee to stay with the organization. This feeling in which resulting from the internalization of normative pressures which exerted on an individual. Organizational commitment can be divided into three distinct categories which are affective commitment, continuance commitment and normative commitment (Meyer and Allen, 1997). Affective commitment includes to a feeling of identification, involvement, and emotional engagement towards organization in which any employees with a strong affective commitment will remain with the organization because they are willing to do accordingly. Besides that, continuance commitment can be described as a commitment where employee will consider the costs that are associated together if they leave the company. Normative commitment is a commitment based on a feeling of obligation towards the organization (Yousef, 1999).

Based on the literature on Islamic management, it shows that there were relationships between organizational commitment and Islamic management styles. Based on (Yousef, 2001), he has recognized work ethics based on Islamic perspective as the mediator between job satisfaction and organizational commitment. In investigating the work ethics based on Islamic perspective in Kuwait, Ali and Al-Kazemi (2007) identified the existence of a high positive correlation between work ethic based on Islamic perspective and loyalty where the study was done to the managers in Kuwait. However, this does not explain the roles of IHRM practices that may influence the organizational commitment. There are few empirical evidences of the work attitude that show the

relation towards HRM practices, for example job satisfaction, loyalty and commitment (Lok & Crawford, 2001)

Based on McGunnigle & Jameson (2000), they have said that organizational commitment is considered as the main theme of HRM studies and literatures. In most HRM literatures, recruitment and selection is normally recognized as a crucial and important function in obtaining high commitment from employee. Besides that, one of the HRM function which is training and development is also identified to be highly associated with commitment in most of the HRM literature (McGunnigle & Jameson, 2000). Guest, (2002) emphasized that big influence to the employee's commitment are associated to the usage of suitable HRM practices. Managers should constantly finding the suitable approach to produce a greater commitment among employees to achieve the desirable outcomes, for example to reduce absenteeism, to lessen resignation and to improve job performance (Joiner & Bakalis, 2006).

Islam acknowledge work as an important element of a success in life, thus Islam urge the people to work, and also inspire them to go for the excellence in anything that they involved in. Hence, the employees should do their task with full of their capacity and commitment in order to gain excellence and great achievement (Mostafa, 2003). Therefore, the research aims to identify the relationship and influence of IHRM functions on building the organizational commitment.

2.4 The Practices of Islamic Human Resource Management Functions

In this research, HRM based on Islamic perspective refers to the practicing of HRM functions such as recruitment, selection, performance appraisal, training, and compensation based on the guidance from the authentic sources which are al-Qur'an and Hadith.

2.4.1 Recruitment

Recruitment in Islam refers to a practices of offering a vacant jobs with trust and full of responsibility. Recruitment is the process of finding and engaging the people the organization needs (Mohd Shahril, Murshidi, & Norzaiddi, 2014). Islam has outlined that the person who is in charge in recruitment must be pious and just (Junaidah, 2010). This is to make sure that the recruitment process is being conducted fairly and a just treatment is applied to all candidates. This argument is stated in the al-Qur'an (4:58):

“God doth command you to render back your trust to those to whom they are due and when you judge between men, you judge with justice“

The employers have the responsibility to tell the true information regarding the offered jobs to the potential candidates. For instance, information related to the requirement of the job, the criteria, and the most importantly is the salary to be given to workers. This kind of information is very important to the potential applicants where they can evaluate the suitability of the job to their

competency, capability and interest. This is because the applicants should not do the tasks or jobs beyond their capabilities. This may be supported by al-Quran in verse (2:286):

“No soul should have been burden laid on it greater than it can bear”

The issue is also applied to the side of applicant where they are also required to give the accurate information. The Qur'an (2:42) says:

“And never mix truth with false, nor conceals the truth when ye know (what it is)”

The true information from the employer and employee is useful to protect the interest of the both sides, as mention in the al-Quran (9:71):

“The believers, men and women are the protector of one of another. They enjoin what is just and forbid what is evil”

2.4.2 Selection

Selection is the process of managers and others use specific instruments to choose a person or persons from a pool of applicants who are more likely to succeed in the jobs, given management goals and legal requirements (Mohd Shahril, Abd Rahim, & Nurul Nadia, 2017). In terms of selection process, Islam

has outlined certain principles to be abided. The important principle is justice. Syed Agil (1997) stated in his writing where Ali Ibn Abi Talib said:

“Do not nominate them on account of favoritism or egoism. These two attributes reflect in justice and treachery”

The next principle is where the employee should be chosen based on the true competency of the applicants. The candidate is not to be employed based on their traits such as blood relationship, race, age and so on. Third principle refers to the honesty. Honesty is very crucial to ensure that the organization is making the right decision. Next, Islam forbids the delegation of tasks that exceed beyond the capacity of an individual. The reason is because the employee may not be able to accomplish the assigned works due to his inability and also it may harm or endanger him and the organization.

2.4.3 Performance Appraisal

Islam consider dedication towards work as a virtue (Yousef, 2001). Islam urge the employers to reward and acknowledge any good effort and performance which was contributed by the workers although the result does not fully accomplish the set targets. Islam views performance appraisal as a tools to make sure that any contribution by the employee will not be left unrewarded. As stated in the al-Quran (10:61):

“Not an atoms weight, or less than that or greater can escapes Him in the heavens or in the earth, but it is in a clear record. That He may reward those who are believe and do good works. For them is a provision and a rich provision”

Based on Ali (2005) performance appraisal from Islamic perspective is related to the normative instructions and the practices by the Prophet Muhammad (p.b.u.h.) and his companions. Ali, (2005) stated that the al-Qur'an clarifies where anyone is responsible to what he did, no other people will be responsible for his mistakes. Therefore, every workers should have high moral duty where they can monitor their commitment and performance by themselves. The al-Qur'an stated in verse (75:14): "Nay, man is a witness against himself." Furthermore, Prophet Muhammad (p.b.u.h) commands that "Muslims shall be bound by the conditions which they make." Hence, workers are obligated to adhere to the rules and regulations of the organization. Furthermore, Prophet Muhammad (p.b.u.h.) encourage every workers must do their assigned tasks perfectly and they should responsible of what they did, regardless of their position in the hierarchy.

2.4.4 Training and Development

Islam encourage training and development for the employee where they can expand their knowledge polish their skills. Development of a person consists of the development of the moral and spiritual aspect and followed by the physical

development. Al-Quran stated that the basic requirement to be the representative of God in this world is knowledge. As mention in the al-Quran (2:30-33):

“When the Angels questioned Adam’s suitability for representation, God cited Adam’s knowledge to convince them”

Allah also said in another verse (39:9):

“Are those who know equal to those who know not? But only they who are endowed with understanding keep this in mind”

This shows that Islam is very concern in acquiring the knowledge, thus managers should constantly promote and establish a conducive environment for gaining the knowledge.

2.4.5 Compensation

The fifth IHRM functions that are employed in this research is compensation. The potential candidates have the right to know about the compensation offered to them. As mentioned by Prophet Muhammad (p.b.u.h.):

“Whosoever engages a worker on work should mention the wages in advances (quoted in Ahmad, 1995)”

Wages should be allocated in a fair way for both sides which are employers and employees. As mentioned in the al-Qur'an (16:97):

"Whoever works righteousness, man or woman, and has faith, verily, to him will We give a life that is good and pure, and We will bestow on such their reward according to the best of their actions"

Islam emphasizes that workers should receive an enough and reasonable salary, by concerning to their quality and quantity of tasks as well as the relative current economic condition (Ahmad, 1995).

2.5 Summary

This chapter discusses in-depth about the dependent variable which is organizational commitment. The literature review also discusses every IHRM functions that may influence the organizational commitment among employees. The next chapter will discuss about the methodology that explains in details about the data collection and the analysis for this research.

CHAPTER 3

METHODOLOGY

3.0 Introduction

The methodology of the study will be discussed in this chapter. This chapter will explain on the theoretical research design, population, sample and data collection procedures. Lastly, the chapter will discuss on the statistical techniques used to analyze the data.

3.1 Research Design

This study uses a cross-sectional survey design. The research design is the complete plan of structure which is employed throughout the research. Since the aims of the study is to identify the influence of IHRM practices on organizational commitment, the quantitative research is used. The nature of this research is deductive approach in order to confirm the theory. The purpose of the study is to test the hypotheses and the data are collected through a questionnaire. In this research, quantitative data analysis is used for the raw data gathered from the questionnaires and will be analyzed by using statistical tools and the interpretation of the results of the analysis in SPSS software version 21.

3.2 Hypothesis Development

According to Sekaran and Bougie (2013), hypothesis is defined as a logical relation that is estimated at between two or more variables expressed in the form of statements that can be tested. Therefore, in this study several hypotheses have been built which are based on the objectives of the study that needs to be tested.

Hypothesis 1

H_{a1} - There is significant difference between gender and the organizational commitment among employees.

H_{a2} - There is significant difference between marital status and the organizational commitment among employees.

H_{a3} - There is significant difference between age and the organizational commitment among employees.

H_{a4} - There is significant difference between education level and the organizational commitment among employees.

H_{a5} - There is significant difference between administrative position and the organizational commitment among employees.

Hypothesis 2

H_{a1} - There is significant positive relationship between recruitment and the organizational commitment among employees.

H_{a2} - There is significant positive relationship between selection and the organizational commitment among employees.

H_{a3} - There is significant positive relationship between performance appraisal and the organizational commitment among employees.

H_{a4} - There is significant relationship between training and development and the organizational commitment among employees.

H_{a5} - There is significant relationship between compensation and the organizational commitment among employees.

Hypothesis 3

H_{a1} - There is significant influence between recruitment, selection, performance appraisal, training & development, compensation with the organizational commitment among employees.



3.3 Measurement of Variables/Instrumentation

The construct of the study are adopted by Junaidah Hashim (2010). The construct of organizational commitment among employees as dependent variable to use was adopted by Junaidah Hashim (2010) for the purpose of the study. The construct has The value of reliability coefficient for the organizational commitment construct is 0.916. There are 9 items for the construct of commitment to use and it was operationalized on a five-point Likert scale format, ranging from '1' "strongly disagree" to '5' "strongly disagree".

The construct of recruitment, selection, performance appraisal, training and development and compensation as independent variables were adopted from Junaidah (2010). The construct also has been validated by the previous author. The value of reliability coefficient for these constructs are 0.787, 0.919, 0.826, 0.913 and 0.830 respectively. The items for the constructs were operationalized on a five-point Likert scale format, ranging from '1' "strongly disagree" to '5' "strongly agree".

3.4 Operational Definition

Recruitment and Selection: Recruitment is a process in which the organization choose the best potential candidates from the applicants. Subsequently, the selection process comes into action to select the right people for the right job to make sure that the company is able to minimize their cost and improve their profits.

Performance appraisal: Performance appraisal is a decision making process to evaluate and indicate the employees who are hardworking and those who contribute less to the company. Therefore, it is very important to measure the current performance of each employee in an organization to make decision regarding promotion and termination.

Training and development: Any organization that is aiming to be profitable must be aware that their employees play key role in achieving the goals. Therefore, training and development is a process of enhancing the skills, knowledge and abilities that will lead to improve organizational commitment. Moreover, development programs have crucial role in enhancing employee's strength and adaptability to the work culture and requirements.

Compensation: Reward system is one of the most important methods in an organization to keep employees highly committed. Therefore, compensation is a process of paying employees the deserved amount of money based on their performance to gain their commitment towards the organizational.

Table 3. 1 Total Number of Question in the Questionnaire

Variables	Authors	Number of Questions	Total of Items
Demographic factors	Self-developed	1-5	5
Organizational commitment	Junaidah Hashim, (2010)	6-14	9
Recruitment	Junaidah Hashim, (2010)	15-24	9
Selection	Junaidah Hashim, (2010)	25-39	15
Performane appraisal	Junaidah Hashim, (2010)	40-45	6
Training & Development	Junaidah Hashim, (2010)	46-49	4
Compensation	Junaidah Hashim, (2010)	50-54	5

3.5 Data Collection

The questionnaire consists of Part A and Part B. Part A refers to the demographic factors (gender, age, race, education and level of administrative position). Part B represents dependent variable and independent variables. Dependent variable in this study is organizational commitment among employees and independent variables consist of recruitment, selection, performance appraisal, training and development and compensation.

3.6 Sampling

Population is referred to the subject of interests, group of people, others relevant subjects that researcher wishes to study on (Sekaran and Bougie, 2013). The total number of population of employees in Majlis Agama Islam Perlis (MAIPs) and Jabatan Mufti Negeri Perlis, Jabatan Agama Islam Perlis (JAIPs) are 125. These institutions are selected to represent the Islamic institutions in Perlis as the sample of the population. They are known as Islamic institutions because their daily management is related to the Islamic affairs, thus it is very suitable for this research.

The number of 97 employees are considered as valid to be the representative of the sample based on the minimum sample size at a confidence level according to Krejcie and Morgan formula (Sekaran and Bougie, 2013). Random sampling method is chosen because it gives every respondent an equal chance for being selected.

3.7 Techniques of Data Analysis

This study employed IBM SPSS statistic version 21 for both descriptive and inferential statistic. Descriptive statistic is used to interpret data in general, while inferential statistic is used for the purpose of hypothesis testing through Independent Sample T-Test, Analysis of Variance (ANOVA), Pearson Correlation Coefficient and Multiple Linear Regression. The study used the Statistical Package for Social Science (SPSS) version 21 to analyze the gathered data. The statistical tools that were used in interpreting the data were in accordance with the research hypotheses.

Table 3. 2 Techniques of Data Analysis

No.	Area of investigation	Test
1.	<p>H₀₁ - There no significant difference between gender and the organizational commitment among employees</p> <p>H₀₂ - There no significant difference between age and the organizational commitment among employees</p> <p>H₀₃ - There no significant difference between marital status and the organizational commitment among employees</p> <p>H₀₄ - There no significant difference between education level and the organizational commitment among employees</p> <p>H₀₅ - There no significant difference between administrative and the organizational commitment among employees</p>	<p>t-test</p> <p>ANOVA</p> <p>t-test</p> <p>ANOVA</p> <p>t-test</p>
2.	<p>H₀₁ - There no significant positive relationship between recruitment and the organizational commitment among employees</p> <p>H₀₂ - There no significant positive relationship between selection and the organizational commitment among employees</p> <p>H₀₃ - There no significant positive relationship between performance appraisal and the organizational commitment among employees</p> <p>H₀₄ - There no significant relationship between training and development and the organizational commitment among employees</p> <p>H₀₅ - There no significant relationship between compensation and the organizational commitment among employees</p>	<p>Pearson Correlation</p>
3.	<p>H₀₁ - There no significant influence between recruitment, selection, performance appraisal, training & development, compensation with the the organizational commitment among employees</p>	<p>Multiple Regression</p>

3.7.1 Descriptive Statistic

Descriptive statistic is used to describe about characteristics of the sample in the study and providing variety of information (Pallant, 2013). Other than that, descriptive statistic was also commonly used to check variables in the study for any violations of the assumption which underlying the statistical technique that will be used to answer specific research questions later.

According to (Pallant, 2013), in any study that involved human as a samples, it is crucial to get information on the number of people, frequency of male and female in the sample, the means of the ages, educational level and any related information that will best described the sample in the study. Moreover, in analyzing the assumptions, it will involve gaining descriptive statistics of variables in this research. These descriptive statistics includes means, standard deviation, range of scores and distribution of scores on continuous variable. Hair et al. (1998) mentioned that kurtosis is the “peakedness” or “flatness” of the distribution compared with the normal distribution. Thus, skewness can be used to explain the balance of the distribution of the data. Hence, for purpose of this research, all data obtained from section A and B of the questionnaire is used in order to investigate the descriptive statistics.

3.7.2 Inferential Statistic

Inferential Statistics are used to infer from the data through analysis to fulfill the research objectives in this study. Therefore, for purpose of this research, inferential statistics are used through the analysis of Independent Sample T-Test, One-Way ANOVA, Pearson Correlation and Multiple Regression.

3.7.2.1 Independent Sample T-Test

Independent Sample T-Test is used to compare the means score of two different groups of participants. According to Pallant (2013), Independent Sample T-Test is appropriate in comparing the values on some continuous variable for the two groups. In statistical terms, Independent Samples T-Test tested the probability that the two sets of scores came from the same population. Before undertaking the Independent Sample T-Test analysis, there are certain assumptions that need to be fulfilled. The generic assumption underlying oft-test were scale of measurement, random sampling and normality distribution of the data.

3.7.2.2 One-Way ANOVA

One-Way Analysis of Variance (ANOVA) involves one categorical independent variable which has a number of different levels. These levels correspond to the different groups or condition. According to Pallant (2013), ANOVA is used when there was one independent (grouping) variable with three or more distinct categories and one dependent continuous variable. ANOVA test

only provided information on whether there was significant difference or not between group means being compared. If there were differences, ANOVA informed the state of which group means was higher and which was lower. To determine which mean was higher or lower, Post Hoc Test should be conducted. The item statistics commonly used to test the Post Hoc is Turkey. Before performing ANOVA test, certain requirements must be satisfied which are if the data distribution were normal and the data has the same variance (Vello & Raman, 2013). This was to validate that all compared groups are originated from the same population.

3.7.2.3 Pearson Correlation Coefficient

The function of correlation analysis is to identify and identify the direction and strength of the linear relationship between variables. According to Pallant (2013), Pearson Correlation (r) analysis is useful for the interval or continuous variables measurement of scale. Pearson Correlation Coefficient (r) only take values ranging from -1 to $+1$. The sign in the front of the value indicated the direction of the relationship between variables whether there was positive or negatively correlated. Whereas the amount of absolute value provided a signal of the strength of the relationship. The positively correlated indicates where one variable increased will increase the other factor as well. Negatively correlated indicates where one variable decreased will also decrease the other factor. The perfect correlated value of $+1$ or -1 showed that the value of one variable can be

identified exactly by referring to the value of the another variable. Conversely, the 0 value of correlation shows no relationship between the two variables.

3.7.2.4 Multiple Regression

Based on (Pallant, 2016), multiple regression analysis was a technique that can be used to explore on the relationship between one continuous dependent variable and independent variables. Multiple regression analysis is a continuation from the correlation analysis but it allowed a more advance analysis of the interrelationship among variables. Multiple regression analysis can provide how good of a set of variables that can predict a particular result. Moreover, multiple regression analysis also can tell the whole information about the proposed model and how much the variable influence the other variables. Referring to (Coakes & Steed, 2007), the result of regressions was a statement that represented the best prediction for the dependent variable by the independent variables.

3.8 Summary

This chapter explain the research problem as well as the research questions of the study. Every steps and method starting from the collecting of data until the tools to analyze the data were discussed in this chapter. The next chapter is the continuation of this chapter, which are the discussion of the findings on analysis of the data.

CHAPTER 4

RESULTS AND DISCUSSION

4.0 Introduction

In this chapter, it discusses the outcomes and findings of the study. The collected data were analyzed by using SPSS version 21. The data were tested with reliability analysis, descriptive analysis, Pearson correlation analysis and Multiple Regression Analysis. The frequency analysis was used to explain the demographic profile of the respondents while t-test and ANOVA were employed to test the significant difference between demographic profile and organizational commitment. The statistical method of Pearson Correlation Analysis was used to test the relationship between IHRM functions on organizational commitment. Next, Multiple Regression Analysis was employed to examine on which of IHRM function contribute the most to the organizational commitment.

4.1 Overview of the Data Collected

The researcher first asked permission for approval from the particular Islamic institutions in Perlis to carry out this study at their organization. After the application has been approved, the researcher distributed the questionnaires by hands to MAIPs, JAIPs and Jabatan Mufti Perlis based on their total number of staffs. They were given four days to complete the questionnaires. The respondents were also been reminded by phone calls

to ensure high rate of return. Finally, 108 questionnaires were collected within a week. However, only 97 questionnaires are valid and usable.

4.1.1 Response Rate

Simple Random Sampling was employed in this study because it could guarantee equal chances of the population to be included in the sample (Zikmund, Babin, Carr & Griffin, 2010). The total number of respondents was 125 and the number of response rate was 108 which contribute 86.4%. However, only 97 questionnaires are valid to be tested. The total number of valid questionnaires are still can represent the population based on the table of sample size.

4.2 Demographic Profile

The details of the demographic profile is shown in the Table 4.1.

Table 4. 1 Demographic Profile (n=97)

No.	Item	Category	Frequency	Percentage
1.	Gender	Male	44	45.4
		Female	53	54.6
2.	Age	21-30 years	42	43.4
		31-40 years	43	44.3
		41 and above	12	12.4
3.	Marital Status	Single	19	19.6
		Married	78	80.4
4.	Educational Level	SPM	8	8.2
		STPM/Diploma	51	52.6
		Bachelor's Degree	34	35.1
		Master/PhD	4	4.1
5.	Administration position	Management	24	24.7
		Supporting Group	73	75.3

Table 4.1 shows the gender of the respondent, age group, marital status, educational level and administrative position. From the total 125 respondents, 44 (45.4%) are male and 53 (54.6%) are female. Most of the respondents are married, which represent 78 (80.4%) while 19 (19.6%) are single. For the age group, most of the respondents are between 31- 40, 43 (44.3%), then it is followed by the age 21-30 years, 42 (43.4%) and 41 and above, 12 (12.4%). There are 51 (52.6%) respondents holding STPM/Diploma which contribute the most number in the organization, then it is followed by Bachelor's Degree, 34 (35.1%), SPM, 8 (8.2%) and lastly Master/PhD, 4 (4.1%). There are 73 (75.3%) respondents from the supporting group while 24 (24.7%) from the management group. This shows that supporting group contribute the most number in the organization where they are usually enter the organization by using SPM, STPM and Diploma certificates.

4.3 Reliability of the Instrument

The reliability test measure the stability and the consistency of the instrument by referring to the Cronbach Alpha value. Table 4.6 shows the value of the Cronbach Alpha of each variables.

Table 4. 2 Reliability Values

No.	Variables	No. of Items	No. of items dropped	Cronbach Alpha
1.	Organizational Commitment	9	-	.839
2.	Recruitment	9	-	.857
3.	Selection	15	-	.881
4.	Performance Appraisal	6	-	.890

5.	Training and Development	4	-	.853
6.	Compensation	5	-	.696

Table 4.2 indicates the Cronbach Alpha value for dependent variable and independent variables. Based on Sekaran and Bougie (2010), reliability that is below than 0.60 is poor, where the value in the range of 0.70 is acceptable, while those value which is more than 0.80 is good. However, some studies have considered reliability of 0.60 is acceptable (Hair, Anderson, Tatham & Black, 1992). Therefore, all variables contribute an acceptable values which ranging from 0.60 to 0.90. Although compensation variable contribute only 0.696, it is still acceptable based on some scholar. It is also supported by the previous author whom I adopted her items and the value is 0.830 for compensation variable.

4.4 Descriptive Analysis

The descriptive analysis for the variables mean, standard deviation, minimum value and maximum value for the five (5) independent variables and one (1) dependent variable are shown in Table 4.3.

Table 4. 3 Descriptive Analysis (n=97)

No.	Variables	Mean	Standard Deviation	Min.	Max.
1.	Organizational Commitment	4.3528	.40350	3.44	5.00
2.	Recruitment	4.2703	.43947	2.44	5.00
3.	Selection	4.3107	.38752	3.27	5.00
4.	Performance Appraisal	4.1392	.59302	1.17	5.00

5.	Training and Development	4.2165	.60016	2.00	5.00
6.	Compensation	4.3381	.41769	3.20	5.00

Referring to the table 4.3, the mean value for organizational commitment is ($M = 4.3528$ $SD = .40350$) with minimum value of 3.44 and maximum value of 5.00. The mean value for recruitment variable is ($M = 4.2703$ $SD = .43947$) with minimum value of 2.44 and maximum value of 5.00. The mean value for selection variable is ($M = 4.3107$ $SD = .38752$) with minimum value of 3.27 and maximum value of 5.00. The mean value for performance variable is ($M = 4.1392$ $SD = .59302$) with minimum value of 1.17 and maximum value of 5.00. The mean value for training and development variable is ($M = 4.2165$ $SD = .60016$) with minimum value of 2.00 and maximum value of 5.00. Finally, the mean value for compensation variable is ($M = 4.3381$ $SD = .41769$) with minimum value of 3.20 and maximum value of 5.00.

These results indicated that the practices of all IHRM functions are highly being practiced in Islamic institution in Perlis because the value of the mean are in the range between 4.1392 to 4.3528 which are considered as high. Based on the result of mean, the most IHRM functions being practiced is compensation where the mean value is 4.3381. Then, it was followed by Selection (mean = 4.3107), recruitment (mean = 4.2703), training and development (mean = 4.2165), and lastly performance appraisal (mean = 4.1392).

4.5 Inferential Statistics

It is used to infer from the data through analysis to fulfill the research objectives in this study. Therefore, for the purpose of this research, inferential statistics are used through the analysis of Independent Sample t-test, One-Way ANOVA, Pearson Correlation and Multiple Regression.

4.5.1 Independent Sample t-test and ANOVA

4.5.1.1 Is there a relationship between demographic factor and the organizational commitment?

H_0 : There is no significant difference between gender and the organizational commitment among employees.

H_1 : There is significant difference between gender and the organizational commitment among employees.

Table 4. 4 Result of t-test for gender

Group	Frequency	Mean	Std. Deviation	t-value	Sig.
Male	44	4.3737	.41787	.464	.644
Female	53	4.3354	.39434		

As according to Independent Samples t-test, the p-value is 0.644 which is greater than 0.05. Hence, H_0 is retained. In conclusion, at 95% confidence level, there is no significant difference between gender and the organizational commitment.

H_0 : There is no significant difference between marital status and the organizational commitment.

H_1 : There is significant difference between marital status and the organizational commitment.

Table 4. 5 Result oft-test for marital status

Group	Frequency	Mean	Std. Deviation	t-value	Sig.
Single	19	4.2573	.41787	.464	.252
Married	78	4.3761	.39434		

As according to Independent Samples t-test, the p-value is 0.252 which is greater than 0.05. Hence, H_0 is retained. In conclusion, at 95% confidence level, there is no significant difference between marital status and the organizational commitment.

H_0 : There is no significant difference between age and the organizational commitment.

H_1 : There is significant difference between age and the organizational commitment.

Table 4. 6 Result of ANOVA for age

Group	N	Mean	Std. Deviation	F-value	Sig.
21-30 years	42	4.2857	.43287	1.079	.344
31-40 years	43	4.4134	.35330		
41 and above	12	4.3704	.46259		

As according to ANOVA, the p-value is to 0.344 which is greater than 0.05. Hence, H_0 is retained. In conclusion, at 95% confidence level, there is no significant difference between age and the organizational commitment.

H_0 : There is no significant difference between educational level and the organizational commitment among employees.

H_1 : There is significant difference between educational level and the organizational commitment among employees.

Table 4. 7 Result of ANOVA for educational level

Group	N	Mean	Std. Deviation	F-value	Sig.
SPM	8	4.2361	.50548	.954	.418
STPM/Diploma	51	4.4096	.37482		
Bachelor's Degree	34	4.2843	.40590		
Master/PhD	4	4.4444	.55184		

As according to ANOVA, the p-value is 0.418 which is greater than 0.05.

Hence, H_0 is retained. In conclusion, at 95% confidence level, there is no significant difference between educational level and the organizational commitment.

H_0 : There is no significant difference between administrative position and the organizational commitment.

H_1 : There is significant difference between administrative position and the organizational commitment.

Table 4. 8 Result of ANOVA for administrative position

Group	N	Mean	Std. Deviation	F-value	Sig.
Management	24	4.4213	.39315	.918	.340
Supporting Group	73	4.3303	.40697		

As according to ANOVA, the p-value is equal to 0.340 which is greater than 0.05. Hence, H₀ is retained. In conclusion, at 95% confidence level, there is no significant difference between administrative position and the organizational commitment.

4.5.2 Correlation Analysis

Correlation analysis is the statistical analysis to describe a relationship between two variables that exist naturally in the environment. Correlation analysis measures three (3) characteristics such as the form of the relationship, the direction of the relationship and lastly the degree of the relationship. Based on Gravetter & Wallnau (2005), Pearson Correlation is the most common test used for correlation analysis.

The Pearson Correlation calculate the degree as well as the direction of the linear relationship between two variables. The r-value should be in the range of 1.00 or -1.00 to indicate the positive or negative relationship. Based on Gravetter &

Wallnau (2005), the 0 value indicates that there is no correlation at all. It can be considered that 0-0.3 indicates a weak relationship, 0.4-0.6 shows a moderate relationship while 0.7-1.0 shows a strong relationship. Table 4.8 below shows the value of Pearson Correlation among each variables.

4.5.2.1 The relationship between the practices of Islamic HRM functions and the organizational commitment?

H₀: There is no significant positive relationship between recruitment and the organizational commitment.

H₁: There is significant positive relationship between recruitment and the organizational commitment.

Table 4. 9 Result of correlations for recruitment

Correlations		ORGANIZATIONAL_COMMITMENT	RECRUITMENT
ORGANIZATIONAL_COMMITMENT	Pearson Correlation	1	.613**
	Sig. (2-tailed)		.000
	N	97	97
RECRUITMENT	Pearson Correlation	.613**	1
	Sig. (2-tailed)	.000	
	N	97	97

** . Correlation is significant at the 0.01 level (2-tailed).

As according to Pearson Correlation test, the p-value is 0.000 which is smaller than 0.01. Hence, H_0 is rejected. In conclusion, at 99% confidence level, there is significant positive relationship between recruitment and the organizational commitment.

H_0 : There is no significant positive relationship between selection and the organizational commitment.

H_1 : There is significant positive relationship between selection and the organizational commitment.



Table 4. 10 Result of correlations for selection

Correlations			
		ORGANIZATIONAL_COMMITMENT	SELECTION
ORGANIZATIONAL_COMMITMENT	Pearson Correlation	1	.499**
	Sig. (2-tailed)		.000
	N	97	97
SELECTION	Pearson Correlation	.499**	1
	Sig. (2-tailed)	.000	
	N	97	97

** . Correlation is significant at the 0.01 level (2-tailed).

As according to Pearson Correlation test, the p-value is equal to 0.000 which is smaller than 0.01. Hence, H_0 is rejected. In conclusion, at 99% confidence level, there is significant positive relationship between selection and the organizational commitment among employees.

H_0 : There is no significant positive relationship between performance appraisal and the organizational commitment among employees.

H_1 : There is significant positive relationship between performance appraisal and the organizational commitment among employees.

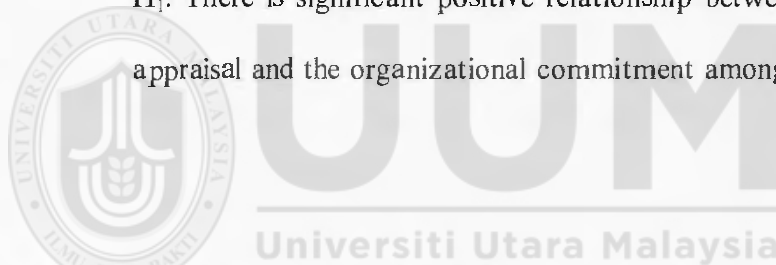


Table 4. 11 Result of correlations for performance appraisal

Correlations		ORGANIZATIO NAL_COMMIT MENT	PERFORMANC E_APPRAISAL
ORGANIZATIONAL_COMMITMENT	Pearson Correlation	1	.384**
	Sig. (2-tailed)		.000
	N	97	97
PERFORMANCE_APPRAISAL	Pearson Correlation	.384**	1
	Sig. (2-tailed)	.000	
	N	97	97

** . Correlation is significant at the 0.01 level (2-tailed).

As according to Pearson Correlation test, the p-value is equal to 0.000 which is smaller than 0.01. Hence, H_0 is rejected. In conclusion, at 99% confidence level, there is significant positive relationship between performance appraisal and the organizational commitment among employees.

H_0 : There is no significant positive relationship between training and development and the organizational commitment among employees.

H_1 : There is significant positive relationship between training and development and the organizational commitment among employees.

Table 4. 12 Result of correlations for training and development

Correlations			
		ORGANIZATIO NAL_COMMIT MENT	TRAINING_DE VELOPMENT
ORGANIZATIONAL_COMMITMENT	Pearson Correlation	1	.377**
	Sig. (2-tailed)		.000
	N	97	97
TRAINING_DEVELOPMENT	Pearson Correlation	.377**	1
	Sig. (2-tailed)	.000	
	N	97	97

** . Correlation is significant at the 0.01 level (2-tailed).

As according to Pearson Correlation test, the p-value is equal to 0.000 which is smaller than 0.01. Hence, H_0 is rejected. In conclusion, at 99% confidence level, there is significant positive relationship between training and development and the organizational commitment.

H_0 : There is no significant positive relationship between compensation and the organizational commitment.

H_1 : There is significant positive relationship between compensation and the organizational commitment among employees.

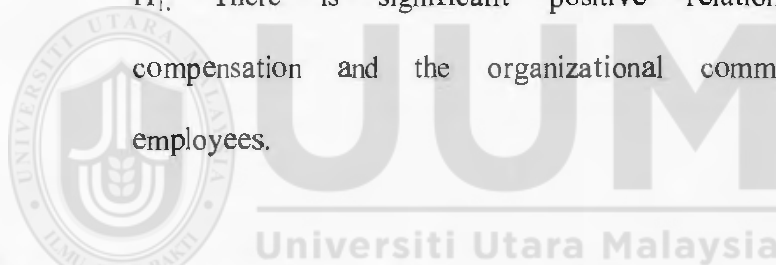


Table 4. 13 Result of correlations for compensation

Correlations			
		ORGANIZATIONAL_COMMITMENT	COMPENSATION
ORGANIZATIONAL_COMMITMENT	Pearson Correlation	1	.279**
	Sig. (2-tailed)		.006
	N	97	97
COMPENSATION	Pearson Correlation	.279**	1
	Sig. (2-tailed)	.006	
	N	97	97

**, Correlation is significant at the 0.01 level (2-tailed).

As according to Pearson Correlation test, the p-value is equal to 0.000 which is smaller than 0.01. Hence, H_0 is rejected. In conclusion, at 99% confidence level, there is significant positive relationship between compensation and the organizational commitment among employees.

4.5.3 Regression Analysis

Regression analysis is the statistical technique to seek the best-fitting straight line for a set of data (Gravetter & Wallnau, 2005). Table 4.14 below shows the result of the multiple regression analysis.

H_0 : There is no significant influence between recruitment, selection, performance appraisal, training & development, compensation with the organizational commitment among employees.

H_1 : There is a significant influence between recruitment, selection, performance appraisal, training & development, compensation with the organizational commitment among employees.

Table 4. 14 Model summary of regression

Model Summary ^b				
Model	R	RSquare	Adjusted R Square	Std. Error of the Estimate
1	.621 ^a	.385	.352	.32493

a. Predictors: (Constant), COMPENSATION, PERFORMANCE_APPRAISAL, RECRUITMENT, TRAINING_DEVELOPMENT, SELECTION

b. Dependent Variable: ORGANIZATIONAL_COMMITMENT

The regression model has R Square value of 0.385 implying that 38.5% of variation in the organizational commitment among employees is explained by recruitment, selection, performance appraisal, training & development, and compensation. H_0 is rejected while H_1 is accepted.

4.5.3.1 The influence of the practices of Islamic HRM functions on organizational commitment

Individual independent variable is examined on its significant influence on dependent variable.

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.621 ^a	.385	.352	.32493

a. Predictors: (Constant), COMPENSATION, PERFORMANCE_APPRAISAL, RECRUITMENT, TRAINING_DEVELOPMENT, SELECTION

b. Dependent Variable: ORGANIZATIONAL_COMMITMENT

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6.022	5	1.204	11.409	.000 ^b
Residual	9.607	91	.106		
Total	15.630	96			

a. Dependent Variable: ORGANIZATIONAL_COMMITMENT

b. Predictors: (Constant), COMPENSATION, PERFORMANCE_APPRAISAL, RECRUITMENT, TRAINING_DEVELOPMENT, SELECTION

Table 4. 15 Coefficients for regression analysis

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	1.879	.411		4.577	.000	1.063	2.694
RECRUITMENT	.521	.124	.567	4.214	.000	.275	.766
SELECTION	.126	.145	.121	.872	.386	-.162	.414
PERFORMANCE_APPRAISAL	-.077	.091	-.113	-.844	.401	-.258	.104
TRAINING_DEVELOPMENT	.068	.083	.102	.827	.410	-.096	.233
COMPENSATION	-.061	.100	-.063	-.610	.543	-.260	.138

a. Dependent Variable: ORGANIZATIONAL_COMMITMENT

As according to t-tests, the only p-value which is smaller than 0.01 is that of recruitment's. Hence, at 99% confidence level, only recruitment significantly affects organizational commitment.

In terms of beta values, the highest beta coefficient is found in recruitment, where (Beta= .567). This indicates that recruitment variable made the strongest contribution towards the organizational commitment as the dependent variable. Therefore, it is suggested that one standard deviation increase in recruitment will be followed by .567 standard deviation increase in organizational commitment. The second highest beta value represented by selection with the value of (Beta= .121). Then, it is followed by performance appraisal, training and development with the value of (Beta= .113) and (Beta= .102) respectively. The lowest beta value is (Beta = .063) represented by compensation variable which shows the least contribution towards the organizational commitment.

Additionally, the R-square is .385 and the value of F is 11.409 at ($p = 0.000$). This means 38.5% of the variance in organizational commitment has been significantly explained collectively by the five (5) independent variables.

4.6 Summary of the Hypotheses Results

According to Sekaran and Bougie (2013), a hypothesis can be defined as a logical relation is estimated at between two or more variables expressed in the form of statements that can be tested. Therefore, in this study several hypotheses have been built that are related to the objective of the study that needs to be tested.

In conclusion, for Hypothesis 1, H_{a1} - H_{a5} are accepted while for Hypothesis 2, H_{a1} - H_{a5} are accepted. Lastly, for multiple regression analysis for Hypothesis 3, H_{a1} are accepted. Table 4.16 shows the summary of results for the hypotheses.

Table 4. 16 Summary of the hypotheses results

No.	Hypotheses	Result
1.	Hypothesis 1	
	H_{a1} - There is a significant difference between gender and the organizational commitment among employees.	Fail to reject H_0 . Thus, H_0 is accepted, H_a is rejected.
	H_{a2} - There is a significant difference between marital status and the organizational commitment among employees.	Fail to reject H_0 . Thus, H_0 is accepted, H_a is rejected.
	H_{a3} - There is a significant difference between age and the organizational commitment among employees.	Fail to reject H_0 . Thus, H_0 is accepted, H_a is rejected.
	H_{a4} - There is a significant difference between education level and the organizational commitment among employees.	Fail to reject H_0 . Thus, H_0 is accepted, H_a is rejected.
	H_{a5} - There is a significant difference between administrative position and the organizational commitment among employees.	Fail to reject H_0 . Thus, H_0 is accepted, H_a is rejected.
	Hypothesis 2	
	H_{a1} - There is a significant positive relationship between recruitment and the organizational commitment among employees.	H_0 is rejected, thus H_a is accepted.

H_{a2} - There is a significant positive relationship between selection and the organizational commitment among employees. H_0 is rejected, thus H_a is accepted.

H_{a3} - There is a significant positive relationship between performance appraisal and the organizational commitment among employees. H_0 is rejected, thus H_a is accepted.

H_{a4} - There is a significant relationship between training and development and the organizational commitment among employees. H_0 is rejected, thus H_a is accepted.

H_{a5} - There is a significant relationship between compensation and the organizational commitment among employees. H_0 is rejected, thus H_a is accepted.

Hypothesis 3

H_{a1} - There is a significant influence between recruitment, selection, performance appraisal, training & development, compensation with the organizational commitment among employees. H_0 is rejected, thus H_a is accepted.

4.7 Discussion

The main purpose of this study is to explore on the practices of IHRM on organizational commitment. IHRM functions that are adopted in this research are recruitment, selection, performance appraisal, training and development, and compensation. The objectives of the research are:

- i. To determine the relationship between demographic factor and the organizational commitment.
- ii. To examine the relationship between the practices of Islamic human resource management and the organizational commitment.
- iii. To identify which Islamic human resource management function contribute the most towards organizational commitment.

The level of IHRM practices is tested by using descriptive analysis where mean of every variables are calculated. In general, the practices of IHRM in Islamic Institution in Perlis are at the high level where the mean frequencies for all variables are in the range of 4.1392 – 4.3528 as stated in table 4.4. Compensation (4.3381) contribute the highest level IHRM practices in the Islamic institution in Perlis. This is followed by Selection (4.3107), recruitment (4.2701), training and development (4.2165) and lastly performance appraisal (4.1392). This shows that the IHRM are well practiced in the Islamic institution in Perlis, where compensation is the most IHRM function being practiced in the organization while performance appraisal is the least practiced.

Furthermore, the influence of IHRM practices towards organizational commitment has been tested by examining the relationship between the functions of IHRM which are recruitment, selection, performance appraisal, training and development and compensation as the independent variables towards organizational commitment as the dependent variable. The statistical analysis of Pearson's correlation coefficient was used to test the relationship between both variables. Table 4.9 – 4.13 show the result of the Pearson's correlation coefficient where it explains the relationship between the

practices of IHRM functions and organizational commitment as the dependent variable. The relationship between organizational commitment and recruitment were the highest linear score, where $r = .613$. The second highest score was the relationship between organizational commitment and selection where $r = .499$. Then, it followed by performance appraisal where $r = .384$, training and development where $r = .377$ and lastly compensation $r = .279$. Correlation is significant at level 0.01 (2-tailed) because p-value for all variables were $p = .000$.

For regression analysis, the highest beta coefficient is found in recruitment, where (Beta = .567). This indicates that recruitment variable made the strongest contribution towards the organizational commitment as the dependent variable. Therefore, it is suggested that one standard deviation increase in recruitment will be followed by .567 standard deviation increase in organizational commitment. The second highest beta value represented by selection with the value of (Beta = .121). Then, it is followed by performance appraisal, training and development with the value of (Beta = .113) and (Beta = .102) respectively. The lowest beta value is (Beta = .063) represented by compensation variable which shows the least contribution towards the organizational commitment.

4.8 Summary

This chapter presented the results and the finding analysis of the study. The research used 97 respondents among the administrators of three (3) Islamic Institutions in Perlis. In this research, five (5) IHRM functions are used as the independent variables which are recruitment, selection, performance appraisal, training and development and compensation in order to test the relationship and influence towards organizational commitment as the dependent variable. The collected data has been analyzed using SPSS version 21 and they also has been tested by using few method such as reliability test, descriptive statistic test, independent sample t-test, ANOVA, Pearson correlation test and multiple regression test. Based on the result, all IHRM functions were highly practiced by these organizations based on the means of all functions. In fact, all IHRM functions are positively correlated to the organizational commitment while recruitment function contribute the most towards organizational commitment based on the regression analysis. Next chapter will discuss the implication, limitation of the study and the recommendation regarding this topic.

CHAPTER5

RECOMMENDATION AND CONCLUSION

5.0 Introduction

In this chapter, implication and the limitation of the study will be discussed. This chapter also will provide the recommendations to the Islamic Institution in improving the level of IHRM practices as well as to optimize the potential of their workers in achieving their organizational goals. Besides that, the researcher also will give some recommendations for the future researcher in expanding the research on IHRM. Lastly, this research will end with the conclusion.

5.1 Implication

Based on the result, we can see that every IHRM functions are highly practiced and they are also have a significant relationship and influence towards organizational commitment. Thus, by practicing these IHRM functions, the organization can obtain higher commitment by employees towards the organization. This can ensure that the organization can identify and optimize the employees' abilities and capabilities in order to achieve their vision and mission. The foundation of religion in HRM are crucial but are rarely focus in the literature, thus this research may reduce the knowledge gap in IHRM. Besides that, the research also may become the reference for the manager to improve the

practices of IHRM in their organization as well as for the future researcher to expand the research on IHRM field.

5.2 Limitation of study

The research may has several limitations. Firstly, the number of sample is narrow but still adequate to represent the sample. The research only focus on three Islamic Institutions in Perlis which are MAIPS, JAIPs and Jabatan Mufti. There are few Islamic institutions in Perlis such as Yayasan Islam Perlis, Jabatan Kehakiman Syariah and many other Islamic NGOs that may practicing IHRM in their organization. This is due to the constraints of time in completing the research in a semester. Besides that, another limitation is the rate of response by the respondents in terms of usable and valid questionnaires. Although the usable questionnaires are sufficient, but the answers may be bias and not represent their true judgement due to the lack of interest to answer or they want their answer to positively reflect their organization.

5.3 Recommendation

5.3.1 Recommendation to the Islamic Institution

Based on the results, the level of IHRM practices are in the high range, this shows that the Islamic institution in Perlis already practice the IHRM in the correct way. However, there are still areas that can be improved from time to time. For instance, recruitment and selection should be done in a just way. There

should not be nepotism in organization. This is to ensure the organization employed only the qualified employee for that particular position. The selection also should be done and decide in a group committee to ensure the consensus among recruiter. In fact, the organization should regularly give training and development to optimize the employees' abilities and potential. The organization also should promote the employees to regularly seeking for knowledge to improve their intellect and broaden their horizon. Furthermore, in terms of performance appraisal, the assessment should be done based on the real performance, not bias. The assessment may be done regularly to ensure the employees will have some motivations to improve their work performance. Lastly, in terms of compensation, the organization should give the pay according to their work load and relative to the current economic condition. In certain conditions, the employer should give some allowances if there are extra works to be completed.

5.3.2 Recommendation to Future Researcher

The research only focus on the Islamic institution in Perlis, and it is highly recommended to investigate these IHRM function on organizational commitment in other Islamic institution in another states to compare the results. The results may be useful to the management of the institutions to revise and review their policies in order to enhance the organizational commitment among employees towards the organization.

The research also should be expanded in non-Islamic institutions to compare the results. This kind of research may help in explaining the similarities and differences of

the IHRM practice and influence on organizational commitment in different sample. The said institutions may have Muslim manager and employees but they are not considered as Islamic institution because they are not directly manage issues related to Islam.

Furthermore, the research may employed open-ended questionnaire or interview to get in-depth feedback and answers related to the research. The respondents may give additional ideas and information related to the topic of the research and may suggest some solutions to solve the problems. This kind of study may enhance the value of the research as the results is more accurate.

5.4 Conclusion

This research paper is conducted to identify the relationship and influence of the practices of Islamic human resource management on organizational commitment. In order to achieve the objectives, a quantitative research approach was employed where we distributed questionnaires to three Islamic institutions in Perlis. In total, 108 Muslim employees acted as the respondent of this study. The findings revealed that the selected organizations are highly practiced all of the Islamic human resource management functions. Based on the correlation and regression analysis, it shows that all functions are highly and significantly correlated to organizational commitment and recruitment function contributes the most towards organizational commitment. This research is an attempt to provide a reference for the managers and policy makers about the effective ways to manage and optimize the potential of the employees in order to achieve the organizational goals. This knowledge would also be useful to even non-Muslim

managers. They will have a better understanding on human resource management based on Islamic perspective where it may assist them to manage their organization especially the Muslim employees. This research is unique from other previous studies. This research explores in-depth every functions of Islamic human resource management based on the authentic sources. The research was conducted to the different sample to confirm the previous theory and providing an empirical evidence.



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APPENDIX A: LETTER OF DATA COLLECTION



OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARULAMAN
MALAYSIA



Tel: 604 928 7181/7113/7130
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"MUAFAKAT KEDAH"

UUM/OYAGSB/R-4/4/1
28 March 2018

TO WHOM IT MAY CONCERN

Dear Sir/Madam

DATA COLLECTION

COURSE: Research Paper
COURSE CODE: BPMZ69912
LECTURER: Dr. Mohd Shahril Ahmad Razimi

This is to certify that the following is a postgraduate student from the OYA Graduate School of Business, Universiti Utara Malaysia. He is pursuing the above mentioned course which requires him to undertake an academic study and prepare an assignment. The details are as follows:

NO.	NAME	MATRIC NO.
1.	Muhamad Zamir Riqha Bin Noorain	822018

In this regard, I hope that you could kindly provide assistance and cooperation for him to successfully complete the assignment given. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"BERKHIDMAT UNTUK NEGARA"
"ILMU, BUDI, BAKTI"

Yours faithfully,

ROZITA BINTI RAMLI
Assistant Registrar
for Dean

Othman Yeop Abdullah Graduate School of Business

c.c - Student's File (822018)

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APPENDIX B: QUESTIONNAIRE

No. of respondent:

Date:



Pusat Pengajian Perniagaan Islam
ISLAMIC BUSINESS SCHOOL
كلية إدارة الأعمال الإسلامية
Universiti Utara Malaysia

THE PRACTICES OF ISLAMIC HUMAN RESOURCE MANAGEMENT ON ORGANIZATIONAL COMMITMENT

Dear respondents,

Re: Academic Research

This questionnaire is intended to identify the practices of Islamic human resource management on the organizational commitment. The information collected through this questionnaire is very important for researcher to achieve the research objectives and goals in order to meet the requirements of study in Master of Islamic Business Studies (MIBS).

All information that you provide will be kept **CONFIDENTIAL** and only for **ACADEMIC RESEARCH PURPOSES**. Thank you for your cooperation and support towards this study.

Sincerely,

Muhamad Zamir Ridha bin Noordin
Master of Islamic Business Studies (MIBS)
Universiti Utara Malaysia (UUM)
E-mail: zamirridha@gmail.com

Part One: Demographic profile / *Profil demografi*

Please tick (✓) in the appropriate box.

Sila tandakan (✓) pada kotak yang sesuai.

1. Gender / *Jantina*

Male / *Lelaki*

☐

Female / *Perempuan*

☐

2. Age/ *Umur*

Less than 20 years

☐

21 - 30 years

☐

Kurang daripada 20 tahun

21 - 30 tahun

31 - 40 years

☐

41 and above

☐

31 - 40 tahun

41 dan ke atas

3. Marital Status/ *Status Perkahwinan*

Single / *Bujang*

☐

Married / *Berkahwin*

☐

4. Educational Level / *Peringkat Pengajian*

SPM

☐

STPM/Diploma

☐

Bachelor's Degree / *Sarjana Muda*

☐

Master / PhD

☐

5. Administrative Position / *Jawatan*

Management / *Staf Pengurusan*

☐

Supporting Group / *Staf Sokongan*

☐

Part Two: Employee's perception / Bahagian dua: Persepsi pekerja

Please read each of the following statements and then indicate your level of agreement or disagreement with each statement by choosing rating scale. Please CIRCLE one number according to the following 5-point Likert Scale.

Sila baca setiap pernyataan dan gambarkan sejauh mana anda setuju atau tidak setuju dengan memilih menggunakan skala berikut. Sila BULATKAN satu nombor berdasarkan 5-Point Likert Scale.

Strongly Disagree <i>Sangat Tidak Setuju</i>	Disagree <i>Tidak Setuju</i>	Neither Disagree nor Agree <i>Tidak Setuju atau setuju</i>	Agree <i>Setuju</i>	Strongly Agree <i>Sangat Setuju</i>
1	2	3	4	5

6	I am willing to put effort beyond expectation to ensure the success of this organization. <i>Saya bersedia untuk memberikan usaha yang jitu untuk memastikan kejayaan organisasi ini.</i>	1	2	3	4	5
7	I talk up this organization to my friends as a great organization to work for. <i>Saya memberitahu kepada rakan-rakan saya bahawa organisasi ini bagus untuk berkhidmat.</i>	1	2	3	4	5
8	I would accept almost any type of job assignment to keep working for this organization. <i>Saya akan menerima apa sahaja tugas kerja yang diberikan demi memastikan kejayaan saya bersama organisasi ini.</i>	1	2	3	4	5
9	My values and the organization's values are very similar. <i>Nilai saya dan nilai organisasi adalah sama.</i>	1	2	3	4	5
10	I am proud to tell others that I am part of this organization. <i>Saya berbangga untuk memberitahu kepada orang lain bahawa saya sebahagian daripada organisasi ini.</i>	1	2	3	4	5
11	This organization really inspires in the way of job performance. <i>Organisasi ini sangat memberi inspirasi kepada saya dalam soal prestasi kerja</i>	1	2	3	4	5
12	I am extremely glad that I finally chose this organization to work for. <i>Saya sangat bersyukur kerana telah memilih organisasi ini untuk berkhidmat.</i>	1	2	3	4	5

13	I really care about the fate of this organization. <i>Saya amat mengambil berat tentang nasib organisasi ini.</i>	1	2	3	4	5
14	For me, this is the best organization to work for. <i>Bagi saya, organisasi ini adalah yang terbaik untuk bekerja.</i>	1	2	3	4	5
15	My organization ensures the manager who is in charge of recruitment is a good Muslim (pious). <i>Organisasi ini memastikan pengurus yang diberikan tanggungjawab dalam pemilihan pekerja adalah seorang Muslim yang baik (beriman).</i>	1	2	3	4	5
17.	My organization ensures the manager who is in charge of recruitment is a just person. <i>Organisasi ini memastikan pengurus yang diberikan tanggungjawab dalam pemilihan pekerja adalah seorang yang adil.</i>	1	2	3	4	5
18.	My organization informs the candidate about the job requirement. <i>Organisasi saya memaklumkan kepada calon berkaitan kelayakan bekerja.</i>	1	2	3	4	5
19.	My organization informs the candidate about the job scope. <i>Organisasi saya memaklumkan kepada calon berkaitan skop kerja.</i>	1	2	3	4	5
20.	My organization assesses the candidate competency. <i>Organisasi saya menilai terhadap kecekapan calon.</i>	1	2	3	4	5
21.	My organization assesses the candidate interest. <i>Organisasi saya menilai terhadap minat calon.</i>	1	2	3	4	5
22.	My organization inform the candidates about the salary they will receive. <i>Organisasi saya memberitahu calon berkaitan gaji yang akan mereka terima.</i>	1	2	3	4	5
23.	My organization reveal the necessary information about the job and the organization to the candidates. <i>Organisasi saya mendedahkan maklumat yang diperlukan tentang pekerjaan dan organisasi kepada calon.</i>	1	2	3	4	5
24.	My organization gives equal opportunity to everyone to apply for a vacant post in the organization. <i>Organisasi saya memberikan peluang yang sama kepada semua orang untuk memohon jawatan kosong di organisasi.</i>	1	2	3	4	5
25.	My organization practice Islamic approach such as justice in	1	2	3	4	5

	recruiting the potential candidates. <i>Organisasi saya mempraktikkan pendekatan Islam seperti adil dalam merekrut calon yang berpotensi.</i>					
26.	My organization recruit candidates who are honest. <i>Organisasi saya merekrut calon yang jujur.</i>	1	2	3	4	5
27.	My organization recruit candidates who are competent. <i>Organisasi saya merekrut calon yang berdaya saing.</i>	1	2	3	4	5
28.	My organization recruit candidates responsibly and do it with full of amanah. <i>Organisasi saya merekrut calon secara bertanggungjawab dan melakukannya dengan penuh amanah.</i>	1	2	3	4	5
29.	My organization hires only qualified candidates. <i>Organisasi saya hanya mengambil calon yang layak sahaja.</i>	1	2	3	4	5
30.	My organization hires only competent candidates. <i>Organisasi saya hanya mengambil calon yang berdaya saing sahaja.</i>	1	2	3	4	5
31.	My organization emphasizes the Islamic values such as responsible and honest among candidates in the selection criteria. <i>Organisasi saya menekankan nilai Islam seperti bertanggungjawab dan jujur dalam meletakkan sebagai kriteria pemilihan.</i>	1	2	3	4	5
32.	My organization considers Islamic understanding is an important criterion in selecting the candidates. <i>Organisasi saya menganggap pemahaman Islam adalah kriteria penting dalam memilih calon.</i>	1	2	3	4	5
33.	My organization will reject qualified candidates who are not a good Muslims. <i>Organisasi saya akan menolak calon-calon yang berkecayuan jika dia bukan seorang Muslim yang baik.</i>	1	2	3	4	5
34.	My organization feels that compulsory obligation such as prayers and fasting by the candidates is very important. <i>Organisasi saya merasakan ibadah wajib seperti solat dan puasa yang dilakukan oleh calon adalah sangat penting.</i>	1	2	3	4	5
35.	My organization believes a good Muslim will be a good employee. <i>Organisasi saya percaya bahawa seorang Muslim yang baik akan menjadi pekerja yang baik.</i>	1	2	3	4	5

36.	My organization considers trustworthiness is an important criterion for an employee in this organization. <i>Organisasi saya menganggap kebolehpercayaan adalah kriteria penting untuk pekerja dalam organisasi ini.</i>	1	2	3	4	5
37.	My organization interviewing Muslim candidates will include questions pertaining to Islamic understanding. <i>Organisasi saya menemu duga calon termasuk bertanyakan berkaitan pemahaman tentang Islam.</i>	1	2	3	4	5
38.	The selection decision in this organization is done by a committee in a group. <i>Keputusan pemilihan dalam organisasi ini dilakukan oleh jawatankuasa secara berkumpulan.</i>	1	2	3	4	5
39.	My organization conduct a test on candidates' Islamic understanding during the selection process. <i>Organisasi saya menjalankan ujian tentang pemahaman Islam oleh calon semasa proses pemilihan.</i>	1	2	3	4	5
40.	My organization measures the employees' performance regularly. <i>Organisasi saya mengukur prestasi pekerja secara berkala.</i>	1	2	3	4	5
41.	My organization practices a fair performance assessment for all employees. <i>Organisasi saya mengamalkan penilaian prestasi yang adil untuk semua pekerja.</i>	1	2	3	4	5
42.	My organization does not practice any favoritism in evaluating employees' performance. <i>Organisasi saya tidak mempraktikkan sikap pilih kasih dalam menilai prestasi pekerja.</i>	1	2	3	4	5
43.	My organization reward employees based on their performance. <i>Organisasi saya memberi ganjaran kepada pekerja berdasarkan prestasi mereka.</i>	1	2	3	4	5
44.	My organization believes in justice in assessing employees' performance. <i>Organisasi saya mengamalkan nilai keadilan dalam menilai prestasi pekerja.</i>	1	2	3	4	5
45.	My organization believes in fairness in assessing employees' performance. <i>Organisasi saya mengamalkan nilai kesaksamaan dalam</i>	1	2	3	4	5

	<i>menilai prestasi pekerja.</i>					
46.	My organization emphasizes on improving one's performance. <i>Organisasi saya menekankan peningkatan prestasi seseorang.</i>	1	2	3	4	5
47.	My organization regularly conducts training programs for employees. <i>Organisasi saya menjalankan program latihan untuk pekerja secara berkala.</i>	1	2	3	4	5
48.	My organization encourages employees to seek knowledge. <i>Organisasi saya menggalakkan pekerja untuk mencari ilmu.</i>	1	2	3	4	5
49.	This organization promotes training seriously. <i>Organisasi ini menitik beratkan latihan.</i>	1	2	3	4	5
50.	It is the employer's responsibility to pay their employees' salary on time. <i>Menjadi tanggungjawab majikan untuk membayar gaji pekerja tepat pada waktunya.</i>	1	2	3	4	5
51.	Cheating will be punished in this organization. <i>Sebarang penipuan akan dihukum di organisasi ini.</i>	1	2	3	4	5
52.	My organization is aware of requirement in paying the salary to employees such as paying a reasonable wages based on their quality of work. <i>Organisasi saya menyedari tentang keperluan dalam membayar gaji kepada pekerja seperti membayar gaji yang berpatutan berdasarkan kualiti kerja.</i>	1	2	3	4	5
53.	My organization is aware of requirement in paying the salary to employees such as paying a reasonable wages based on their quantity of work. <i>Organisasi saya menyedari tentang keperluan dalam membayar gaji kepada pekerja seperti membayar gaji yang berpatutan berdasarkan kuantiti kerja.</i>	1	2	3	4	5
54.	My organization is aware of requirement in paying the salary to employees such as paying a reasonable wages by considering the overall economic condition of the society. <i>Organisasi saya menyedari tentang keperluan dalam membayar gaji kepada pekerja seperti membayar gaji yang berpatutan dengan mengambil kira keseluruhan keadaan ekonomi masyarakat.</i>	1	2	3	4	5

APPENDIX C: FREQUENCY ANALYSIS

Statistics

Gender

N	Valid	97
	Missing	0
Minimum		1
Maximum		2

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
1 Male	44	45.4	45.4	45.4
Valid 2 Female	53	54.6	54.6	100.0
Total	97	100.0	100.0	

Statistics

Age

N	Valid	97
	Missing	0
Minimum		2
Maximum		4

Age				
	Frequency	Percent	Valid Percent	Cumulative Percent
2 21-30 years	42	43.3	43.3	43.3
Valid 3 21-40 years	43	44.3	44.3	87.6
4 41 and above	12	12.4	12.4	100.0
Total	97	100.0	100.0	

Statistics

Marital Status

N	Valid	97
	Missing	0
Minimum		1
Maximum		2

Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
1 Single	19	19.6	19.6	19.6
Valid 2 Married	78	80.4	80.4	100.0
Total	97	100.0	100.0	

Statistics

Educational Level

N	Valid	97
	Missing	0
Minimum		1
Maximum		4



Educational Level

	Frequency	Percent	Valid Percent	Cumulative Percent
1 SPM	8	8.2	8.2	8.2
2 STPM/Diploma	51	52.6	52.6	60.8
Valid 3 Bachelor's Degree	34	35.1	35.1	95.9
4 Master/PhD	4	4.1	4.1	100.0
Total	97	100.0	100.0	

Statistics

Administration position

N	Valid	97
	Missing	0
	Minimum	1
	Maximum	2

Administration position

	Frequency	Percent	Valid Percent	Cumulative Percent
1 Management	24	24.7	24.7	24.7
Valid 2 Supporting group	73	75.3	75.3	100.0
Total	97	100.0	100.0	



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APPENDIX D: DESCRIPTIVE ANALYSIS

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
ORGANIZATIONAL_COMMITMENT	97	3.44	5.00	4.3528	.40350
RECRUITMENT	97	2.44	5.00	4.2703	.43947
SELECTION	97	3.27	5.00	4.3107	.38752
PERFORMANCE_APPRAISAL	97	1.17	5.00	4.1392	.59302
TRAINING_DEVELOPMENT	97	2.00	5.00	4.2165	.60016
COMPENSATION	97	3.20	5.00	4.3381	.41769
Valid N (listwise)	97				



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APPENDIX E: RELIABILITY TEST

Scale: ORGANIZATIONAL COMMITMENT

Case Processing Summary		
	N	%
Valid	97	100.0
Cases Excluded ^a	0	.0
Total	97	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.839	.839	9

Item Statistics			
	Mean	Std. Deviation	N
Organizational Commitment1	4.49	.561	97
Organizational Commitment2	4.37	.634	97
Organizational Commitment3	4.35	.613	97
Organizational Commitment4	4.20	.656	97
Organizational Commitment5	4.34	.557	97
Organizational Commitment6	4.33	.608	97
Organizational Commitment7	4.43	.644	97
Organizational Commitment8	4.32	.569	97
Organizational Commitment9	4.34	.644	97

Inter-Item Correlation Matrix

	Organizational Commitment1	Organizational Commitment2	Organizational Commitment3	Organizational Commitment4	Organizational Commitment5	Organizational Commitment6	Organizational Commitment7	Organizational Commitment8	Organizational Commitment9
Organizational Commitment1	1.000	.356	.459	.187	.289	.280	.294	.315	.308
Organizational Commitment2	.356	1.000	.305	.474	.376	.220	.393	.303	.427
Organizational Commitment3	.459	.305	1.000	.294	.349	.357	.429	.273	.381
Organizational Commitment4	.187	.474	.294	1.000	.272	.359	.438	.305	.309
Organizational Commitment5	.289	.376	.349	.272	1.000	.588	.427	.278	.400
Organizational Commitment6	.280	.220	.357	.359	.588	1.000	.536	.355	.349
Organizational Commitment7	.294	.393	.429	.438	.427	.536	1.000	.386	.495
Organizational Commitment8	.315	.303	.273	.305	.278	.355	.386	1.000	.610
Organizational Commitment9	.308	.427	.381	.309	.400	.349	.495	.610	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum/ Minimum	Variance	N of Items
Inter-Item Correlations	.366	.187	.610	.423	3.267	.009	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Organizational Commitment1	34.68	11.157	.457	.296	.831
Organizational Commitment2	34.80	10.576	.535	.398	.824
Organizational Commitment3	34.82	10.688	.530	.341	.824
Organizational Commitment4	34.98	10.645	.494	.339	.829
Organizational Commitment5	34.84	10.827	.560	.436	.821
Organizational Commitment6	34.85	10.570	.569	.492	.820
Organizational Commitment7	34.74	10.110	.650	.462	.810
Organizational Commitment8	34.86	10.875	.530	.418	.824
Organizational Commitment9	34.84	10.223	.620	.506	.814

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
39.18	13.188	3.631	9

Scale: RECRUITMENT

Case Processing Summary

		N	%
Cases	Valid	97	100.0
	Excluded ^a	0	.0
	Total	97	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.857	.857	9

Item Statistics

	Mean	Std. Deviation	N
Recruitment1	4.33	.572	97
Recruitment2	4.30	.615	97
Recruitment3	4.27	.569	97
Recruitment4	4.31	.635	97
Recruitment5	4.22	.739	97
Recruitment6	4.15	.697	97
Recruitment7	4.33	.572	97
Recruitment8	4.24	.718	97
Recruitment9	4.29	.645	97

Inter-Item Correlation Matrix

	Recruit ment1	Recruit ment2	Recruit ment3	Recruit ment4	Recruit ment5	Recruit ment6	Recruit ment7	Recruit ment8	Recruit ment9
Recruit ment1	1.000	.664	.334	.261	.322	.315	.300	.188	.558
Recruit ment2	.664	1.000	.454	.507	.452	.425	.220	.215	.620
Recruit ment3	.334	.454	1.000	.576	.480	.394	.174	.327	.383
Recruit ment4	.261	.507	.576	1.000	.610	.549	.232	.271	.416
Recruit ment5	.322	.452	.480	.610	1.000	.662	.322	.353	.479
Recruit ment6	.315	.425	.394	.549	.662	1.000	.393	.446	.409
Recruit ment7	.300	.220	.174	.232	.322	.393	1.000	.365	.417
Recruit ment8	.188	.215	.327	.271	.353	.446	.365	1.000	.323
Recruit ment9	.558	.620	.383	.416	.479	.409	.417	.323	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.400	.174	.664	.490	3.823	.017	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Recruitment1	34.10	13.156	.520	.507	.848
Recruitment2	34.13	12.471	.643	.614	.836
Recruitment3	34.16	12.993	.568	.412	.844

Recruitment4	34.12	12.422	.630	.542	.837
Recruitment5	34.22	11.651	.683	.559	.831
Recruitment6	34.28	11.932	.670	.541	.833
Recruitment7	34.10	13.489	.435	.290	.855
Recruitment8	34.20	12.847	.443	.280	.857
Recruitment9	34.14	12.271	.655	.519	.835

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
38.43	15.644	3.955	9

Scale: SELECTION

Case Processing Summary

		N	%
Cases	Valid	97	100.0
	Excluded ^a	0	.0
	Total	97	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.881	.885	15

Item Statistics

	Mean	Std. Deviation	N
Selection1	4.34	.593	97
Selection2	4.32	.654	97
Selection3	4.22	.616	97
Selection4	4.29	.612	97
Selection5	4.24	.591	97

Selection6	4.22	.633	97
Selection7	4.33	.673	97
Selection8	4.34	.593	97
Selection9	4.08	.898	97
Selection 10	4.46	.541	97
Selection 11	4.42	.626	97
Selection12	4.36	.581	97
Selection13	4.32	.605	97
Selection14	4.36	.598	97
Selection15	4.36	.598	97



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Inter-Item Correlation Matrix

	Sele ction 1	Sele ction 2	Sele ction 3	Sele ction 4	Sele ction 5	Sele ction 6	Sele ction 7	Sele ction 8	Sele ction 9	Selec tion1 0	Selec tion1 1	Selec tion1 2	Selec tion1 3	Selec tion1 4	Selec tion1 5
Sele ction1 0	1.00	.469	.537	.502	.391	.329	.473	.319	.279	.347	.366	.305	.275	.296	.238
Sele ction2 0	.469	1.00	.731	.600	.368	.510	.350	.066	.345	.371	.302	.242	.318	.394	.474
Sele ction3 0	.537	.731	1.00	.606	.573	.439	.454	.252	.306	.320	.408	.274	.316	.407	.436
Sele ction4 0	.502	.600	.606	1.00	.500	.510	.450	.243	.336	.346	.331	.290	.283	.396	.396
Sele ction5 0	.391	.368	.573	.500	1.00	.557	.404	.183	.218	.239	.261	.416	.252	.345	.403
Sele ction6 0	.329	.510	.439	.510	.557	1.00	.320	.024	.463	.038	.108	.069	.090	.259	.259
Sele ction7 0	.473	.350	.454	.450	.404	.320	1.00	.395	.265	.205	.457	.252	.276	.374	.296
Sele ction8 0	.319	.066	.252	.243	.183	.024	.395	1.00	.221	.314	.170	.305	.304	.179	.296
Sele ction9 0	.279	.345	.306	.336	.218	.463	.265	.221	1.00	.242	.308	.082	.239	.138	.293
Selec tion1 0	.347	.371	.320	.346	.239	.038	.205	.314	.242	1.000	.429	.522	.370	.282	.378
Selec tion1 1	.366	.302	.408	.331	.261	.108	.457	.170	.308	.429	1.000	.435	.382	.256	.284
Selec tion1 2	.305	.242	.274	.290	.416	.069	.252	.305	.082	.522	.435	1.000	.380	.431	.251
Selec tion1 3	.275	.318	.316	.283	.252	.090	.276	.304	.239	.370	.382	.380	1.000	.628	.571
Selec tion1 4	.296	.394	.407	.396	.345	.259	.374	.179	.138	.282	.256	.431	.628	1.000	.447
Selee tion1 5	.238	.474	.436	.396	.403	.259	.296	.296	.293	.378	.284	.251	.571	.447	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.339	.024	.731	.707	30.783	.017	15

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Selection1	60.32	29.616	.592	.435	.872
Selection2	60.34	28.831	.645	.718	.869
Selection3	60.44	28.729	.709	.718	.866
Selection4	60.37	28.965	.676	.533	.868
Selection5	60.42	29.663	.587	.634	.872
Selection6	60.44	30.124	.470	.612	.877
Selection7	60.33	29.182	.572	.486	.872
Selection8	60.32	31.011	.367	.419	.881
Selection9	60.58	28.872	.426	.373	.883
Selection10	60.20	30.513	.499	.461	.876
Selection11	60.24	29.870	.515	.494	.875
Selection12	60.30	30.441	.470	.531	.877
Selection13	60.34	29.914	.531	.576	.874
Selection14	60.30	29.858	.547	.554	.874
Selection15	60.30	29.670	.577	.512	.872

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
64.66	33.789	5.813	15

Scale: PERFORMANCE APPRAISAL

Case Processing Summary

	N	%
Valid	97	100.0
Cases Excluded ^a	0	.0
Total	97	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.890	.889	6

Item Statistics

	Mean	Std. Deviation	N
Performance Appraisal1	4.22	.665	97
Performance Appraisal2	4.19	.726	97
Performance Appraisal3	4.18	.804	97
Performance Appraisal4	4.11	.776	97
Performance Appraisal5	4.10	.699	97
Performance Appraisal6	4.04	.749	97

Inter-Item Correlation Matrix

	Performance Appraisal1	Performance Appraisal2	Performance Appraisal3	Performance Appraisal4	Performance Appraisal5	Performance Appraisal6
Performance Appraisal1	1.000	.541	.377	.214	.355	.526
Performance Appraisal2	.541	1.000	.604	.554	.638	.599
Performance Appraisal3	.377	.604	1.000	.720	.709	.680
Performance Appraisal4	.214	.554	.720	1.000	.708	.637
Performance Appraisal5	.355	.638	.709	.708	1.000	.708
Performance Appraisal6	.526	.599	.680	.637	.708	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.571	.214	.720	.505	3.356	.022	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Performance Appraisal1	20.62	10.218	.470	.422	.904
Performance Appraisal2	20.65	8.980	.724	.556	.869
Performance Appraisal3	20.66	8.393	.777	.641	.860
Performance Appraisal4	20.72	8.807	.706	.634	.872
Performance Appraisal5	20.73	8.886	.788	.663	.859
Performance Appraisal6	20.79	8.624	.790	.645	.858

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
24.84	12.660	3.558	6

Scale: TRAINING AND DEVELOPMENT**Case Processing Summary**

		N	%
Cases	Valid	97	100.0
	Excluded ^a	0	.0
	Total	97	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.853	.854	4

Item Statistics

	Mean	Std. Deviation	N
Training and Development1	4.24	.747	97
Training and Development2	4.18	.707	97
Training and Development3	4.27	.715	97
Training and Development4	4.19	.712	97

Inter-Item Correlation Matrix

	Training and Development1	Training and Development2	Training and Development3	Training and Development4
Training and Development1	1.000	.552	.524	.543
Training and Development2	.552	1.000	.689	.721
Training and Development3	.524	.689	1.000	.536
Training and Development4	.543	.721	.536	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.594	.524	.721	.197	1.376	.007	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Training and Development1	12.63	3.486	.617	.382	.847
Training and Development2	12.69	3.258	.785	.654	.775
Training and Development3	12.60	3.451	.678	.505	.820
Training and Development4	12.68	3.407	.703	.550	.809

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
16.87	5.763	2.401	4

Scale: COMPENSATION

Case Processing Summary

		N	%
Cases	Valid	97	100.0
	Excluded ^a	0	.0
	Total	97	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.696	.691	5

Item Statistics

	Mean	Std. Deviation	N
Compensation1	4.45	.559	97
Compensation2	4.22	.616	97
Compensation3	4.35	.646	97
Compensation4	4.31	.683	97
Compensation5	4.36	.598	97

Inter-Item Correlation Matrix

	Compensation 1	Compensation 2	Compensation 3	Compensation 4	Compensation 5
Compensation1	1.000	.135	.362	.284	.315
Compensation2	.135	1.000	.174	.186	.153
Compensation3	.362	.174	1.000	.649	.370
Compensation4	.284	.186	.649	1.000	.464
Compensation5	.315	.153	.370	.464	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.309	.135	.649	.514	4.801	.025	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Compensation1	17.24	3.266	.387	.172	.672
Compensation2	17.47	3.481	.218	.048	.738
Compensation3	17.34	2.685	.595	.459	.580
Compensation4	17.38	2.572	.605	.482	.572
Compensation5	17.33	3.015	.476	.256	.636

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
21.69	4.362	2.088	5

APPENDIX F: NORMALITY TEST

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
OC_MEAN1	97	100.0%	0	0.0%	97	100.0%

Descriptives

		Statistic	Std. Error
OC_MEAN1	Mean	4.3528	.04097
	95% Confidence Interval for Mean	Lower Bound	4.2715
		Upper Bound	4.4341
	5% Trimmed Mean	4.3639	
	Median	4.3333	
	Variance	.163	
	Std. Deviation	.40350	
	Minimum	3.44	
	Maximum	5.00	
	Range	1.56	
	Interquartile Range	.61	
	Skewness	-.260	.245
	Kurtosis	-.602	.485

Extreme Values

		Case Number	id	Value
OC_MEAN1	Highest	1	6	5.00
		2	7	5.00
		3	16	5.00
		4	24	5.00
		5	27	5.00 ^a
	Lowest	1	67	3.44
		2	66	3.44
		3	46	3.44

	4	52	57	3.56
	5	73	83	3.67 ^b

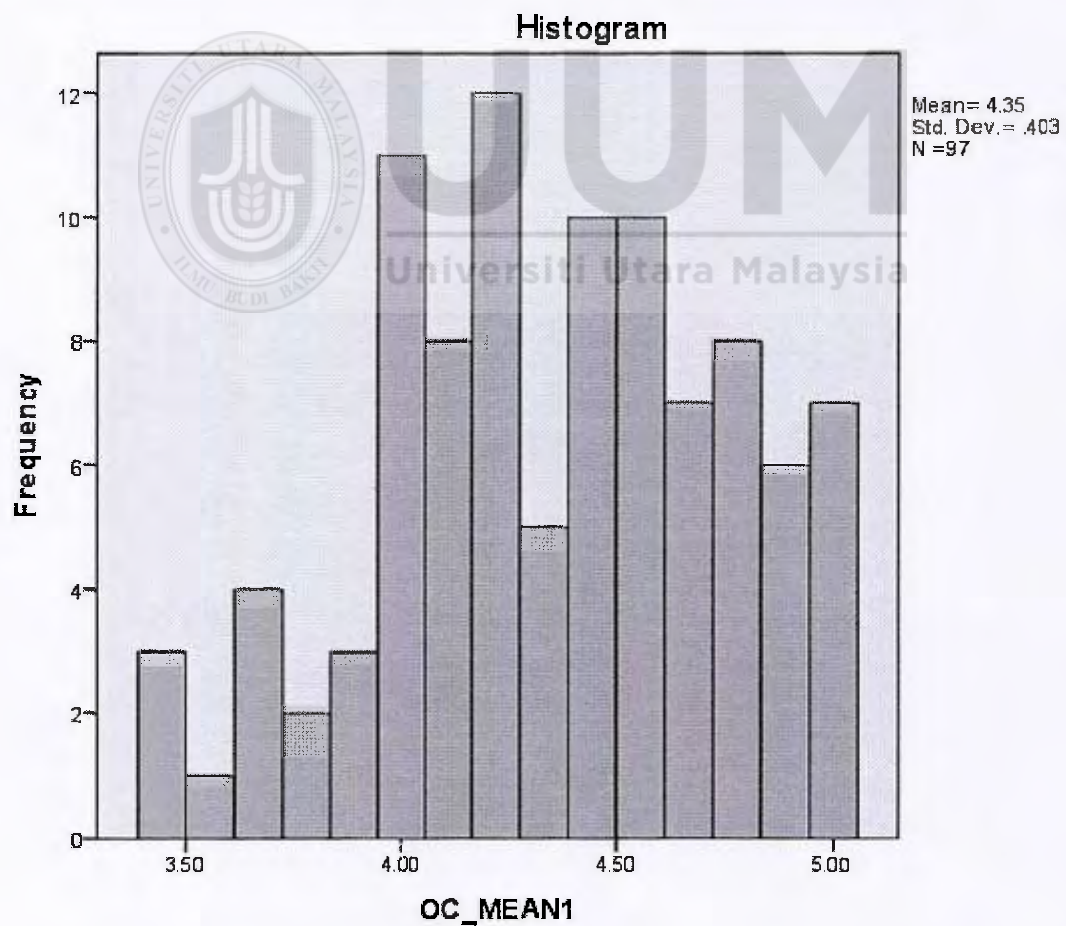
a. Only a partial list of cases with the value 5.00 are shown in the table of upper extremes.

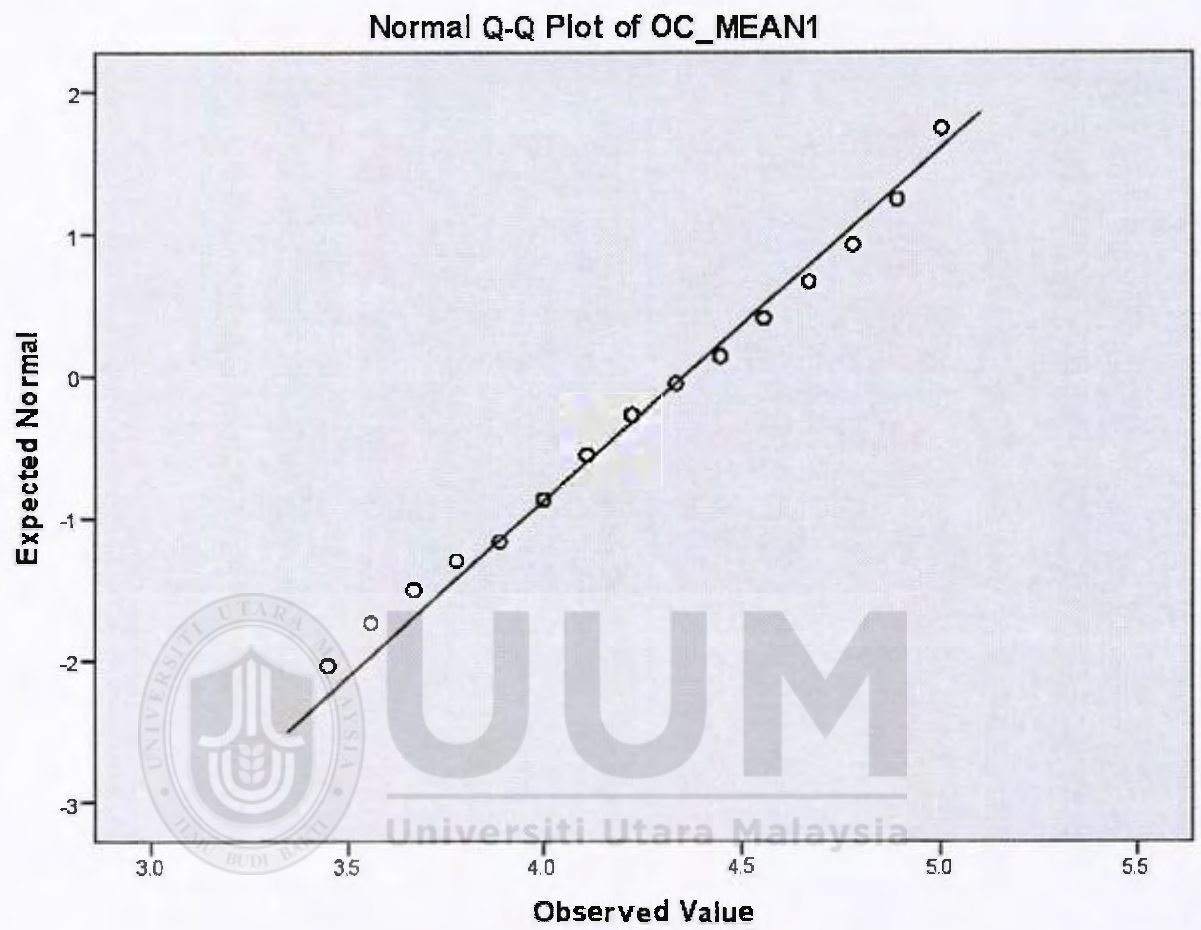
b. Only a partial list of cases with the value 3.67 are shown in the table of lower extremes.

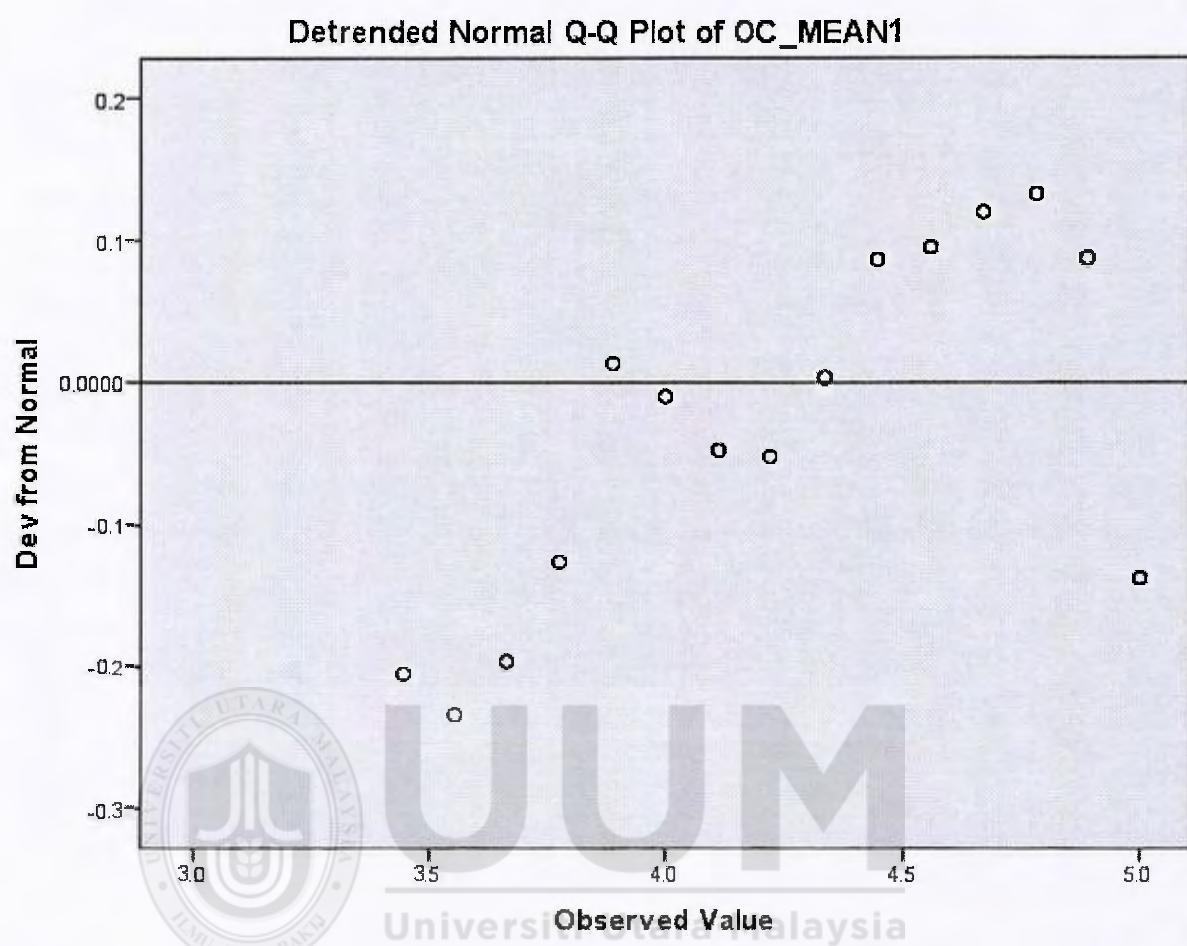
Tests of Normality

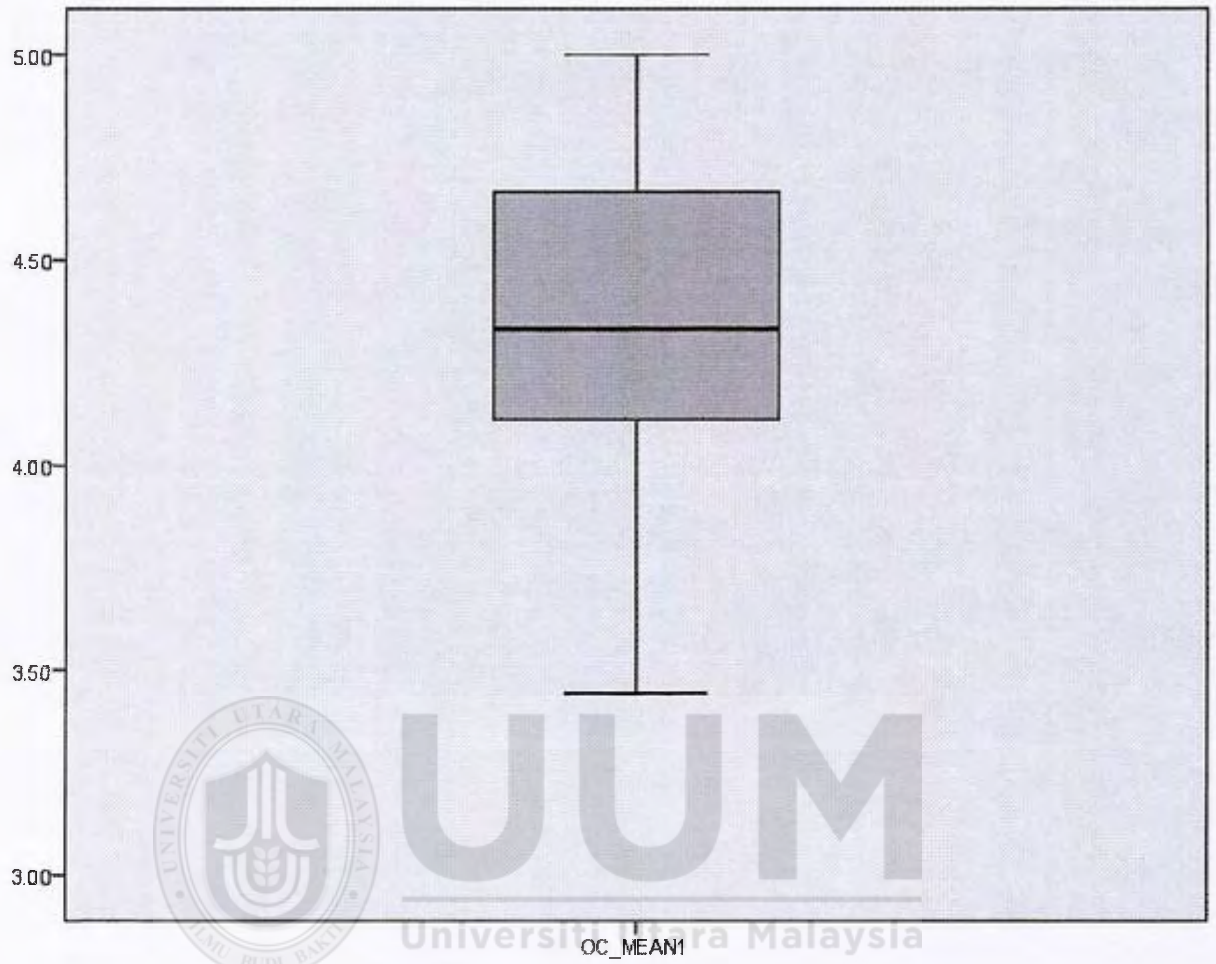
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
OC_MEAN1	.085	97	.083	.967	97	.015

a. Lilliefors Significance Correction









APPENDIX G: T-TEST

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
ORGANIZATIONAL_ COMMITMENT	1 Male	44	4.3737	.41787	.06300
	2 Female	53	4.3354	.39434	.05417

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
ORGANIZATION AL_ COMMITME NT	Equal variances assumed	.100	.753	.464	95	.644	.03831	.08263	-.12574	.20235
	Equal variances not assumed			.461	89	.646	.03831	.08308	-.12676	.20337

Group Statistics

	Marital Status	N	Mean	Std. Deviation	Std. Error Mean
ORGANIZATIONAL_ COMMITMENT	1 Single	19	4.2573	.41251	.09464
	2 Married	78	4.3761	.40051	.04535

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
ORGANIZATIONAL COMMITMENT	Equal variances assumed	.030	.862	-1.152	95	.252	-.11876	.10305	-.32335	.08583
	Equal variances not assumed			-1.132	26.884	.268	-.11876	.10494	-.33412	.09661



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APPENDIX H: ANOVA

Oneway

Descriptives

ORGANIZATIONAL COMMITMENT

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimu m	Maximu m
					Lower Bound	Upper Bound		
2 21-30 years	42	4.2857	.43287	.06679	4.1508	4.4206	3.44	5.00
3 21-40 years	43	4.4134	.35330	.05388	4.3047	4.5222	3.67	5.00
4 41 and above	12	4.3704	.46259	.13354	4.0765	4.6643	3.44	4.89
Total	97	4.3528	.40350	.04097	4.2715	4.4341	3.44	5.00

Test of Homogeneity of Variances

ORGANIZATIONAL COMMITMENT

Levene Statistic	df1	df2	Sig.
1.118	2	94	.331

ANOVA

ORGANIZATIONAL COMMITMENT

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.351	2	.175	1.079	.344
Within Groups	15.279	94	.163		
Total	15.630	96			

Robust Tests of Equality of Means

ORGANIZATIONAL COMMITMENT

	Statistic ^a	df1	df2	Sig.
Welch	1.084	2	29.584	.351
Brown-Forsythe	.966	2	36.787	.390

a. Asymptotically F distributed.

Post Hoc Tests

Multiple Comparisons

Dependent Variable: ORGANIZATIONAL_COMMITMENT

Tukey HSD

(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
2 21-30 years	3 21-40 years	-.12772	.08747	.315	-.3360	.0806
	4 41 and above	-.08466	.13197	.798	-.3989	.2296
3 21-40 years	2 21-30 years	.12772	.08747	.315	-.0806	.3360
	4 41 and above	.04307	.13163	.943	-.2704	.3565
4 41 and above	2 21-30 years	.08466	.13197	.798	-.2296	.3989
	3 21-40 years	-.04307	.13163	.943	-.3565	.2704

Homogeneous Subsets

ORGANIZATIONAL_COMMITMENT

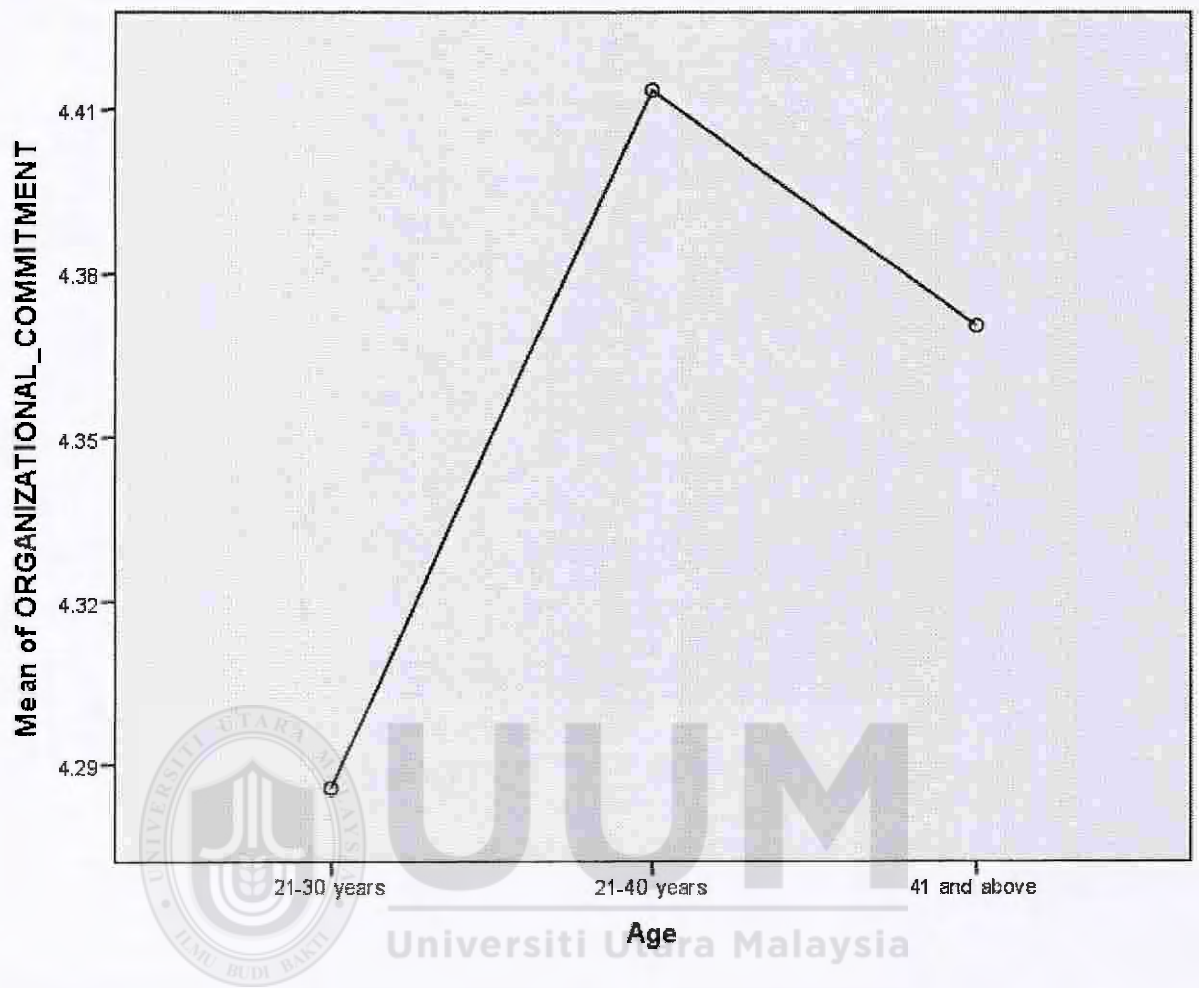
Tukey HSD^{a,b}

Age	N	Subset for alpha
		=0.05
		1
2 21-30 years	42	4.2857
4 41 and above	12	4.3704
3 21-40 years	43	4.4134
Sig.		.532

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size= 23.006.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.



Oneway

Descriptives

ORGANIZATIONAL COMMITMENT

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1 SPM	8	4.2361	.50548	.17871	3.8135	4.6587	3.56	5.00
2 STPM/Diploma	51	4.4096	.37482	.05249	4.3042	4.5150	3.44	5.00
3 Bachelor's Degree	34	4.2843	.40590	.06961	4.1427	4.4259	3.44	5.00
4 Master/PhD	4	4.4444	.55184	.27592	3.5663	5.3225	3.67	4.89
Total	97	4.3528	.40350	.04097	4.2715	4.4341	3.44	5.00

Test of Homogeneity of Variances

ORGANIZATIONAL COMMITMENT

Levene Statistic	df1	df2	Sig.
.523	3	93	.668

ANOVA

ORGANIZATIONAL COMMITMENT

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.466	3	.155	.954	.418
Within Groups	15.163	93	.163		
Total	15.630	96			

Robust Tests of Equality of Means

ORGANIZATIONAL COMMITMENT

	Statistic ^a	df1	df2	Sig.
Welch	.786	3	10.763	.527
Brown-Forsythe	.666	3	13.352	.587

a. Asymptotically F distributed.

Post Hoc Tests

Multiple Comparisons

Dependent Variable: ORGANIZATIONAL_COMMITMENT

Tukey HSD

(I) Educational Level	(J) Educational Level	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1 SPM	2 STPM/Diploma	-.17347	.15355	.672	-.5752	.2282
	3 Bachelor's Degree	-.04820	.15867	.990	-.4633	.3669
	4 Master/PhD	-.20833	.24727	.834	-.8552	.4386
2 STPM/Diploma	1 SPM	.17347	.15355	.672	-.2282	.5752
	3 Bachelor's Degree	.12527	.08940	.502	-.1086	.3592
	4 Master/PhD	-.03486	.20966	.998	-.5834	.5136
3 Bachelor's Degree	1 SPM	.04820	.15867	.990	-.3669	.4633
	2 STPM/Diploma	-.12527	.08940	.502	-.3592	.1086
	4 Master/PhD	-.16013	.21344	.876	-.7185	.3983
4 Master/PhD	1 SPM	.20833	.24727	.834	-.4386	.8552
	2 STPM/Diploma	.03486	.20966	.998	-.5136	.5834
	3 Bachelor's Degree	.16013	.21344	.876	-.3983	.7185

Homogeneous Subsets

ORGANIZATIONAL_COMMITMENT

Tukey HSD^{a,b}

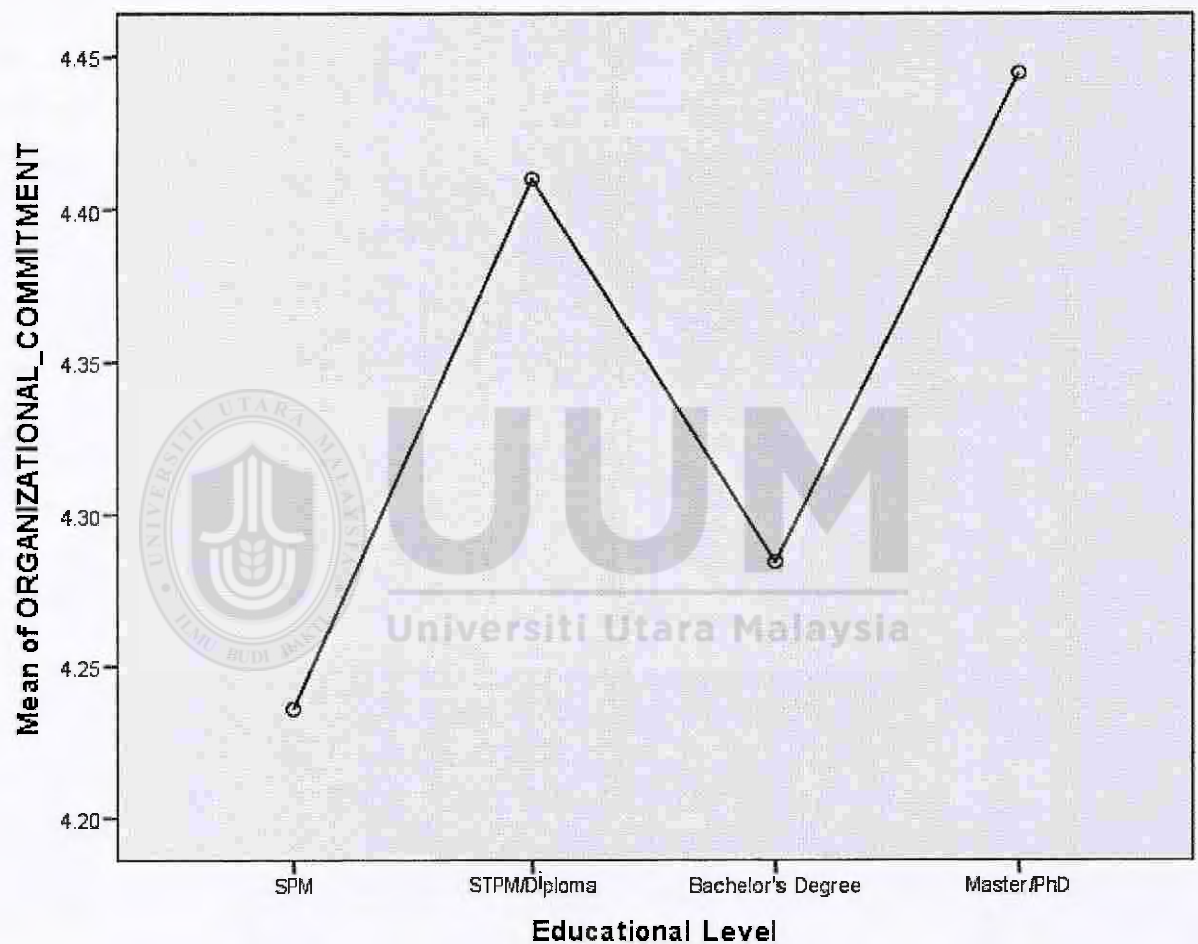
Educational Level	N	Subset for alpha = 0.05
		1
1 SPM	8	4.2361
3 Bachelor's Degree	34	4.2843
2 STPM/Diploma	51	4.4096
4 Master/PhD	4	4.4444

Sig.		.678
------	--	------

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 9.434.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.



Oneway

Descriptives

ORGANIZATIONAL COMMITMENT

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1 Management	24	4.4213	.39315	.08025	4.2553	4.5873	3.67	5.00
2 Supporting group	73	4.3303	.40697	.04763	4.2353	4.4252	3.44	5.00
Total	97	4.3528	.40350	.04097	4.2715	4.4341	3.44	5.00

Test of Homogeneity of Variances

ORGANIZATIONAL COMMITMENT

Levene Statistic	df1	df2	Sig.
.125	1	95	.724

ANOVA

ORGANIZATIONAL COMMITMENT

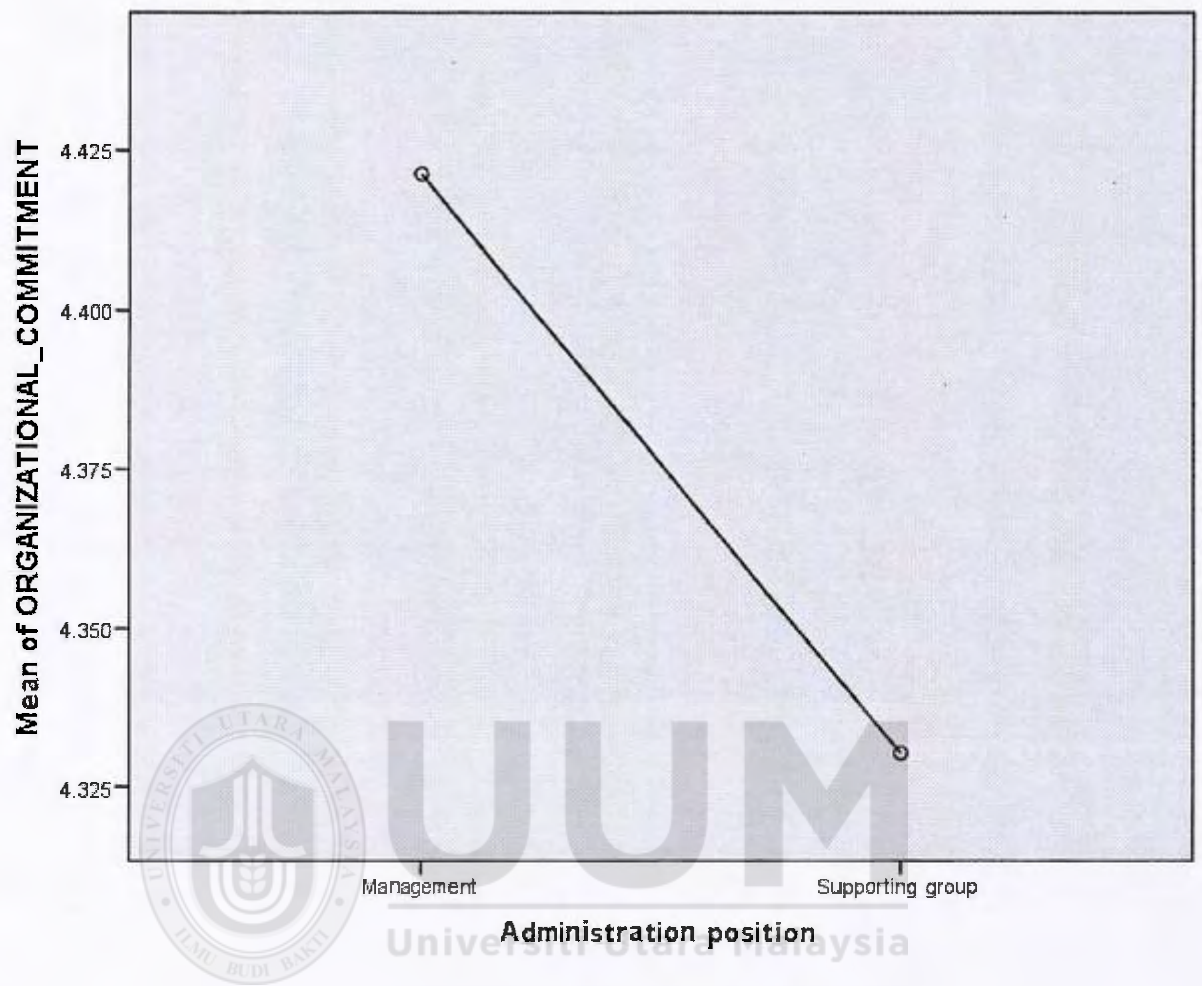
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.150	1	.150	.918	.340
Within Groups	15.480	95	.163		
Total	15.630	96			

Robust Tests of Equality of Means

ORGANIZATIONAL COMMITMENT

	Statistic ^a	df1	df2	Sig.
Welch	.951	1	40.456	.335
Brown-Forsythe	.951	1	40.456	.335

a. Asymptotically F distributed.



APPENDIX I: CORRELATION

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
ORGANIZATIONAL_COMMITMENT	4.3528	.40350	97
RECRUITMENT	4.2703	.43947	97
SELECTION	4.3107	.38752	97
PERFORMANCE_APPRAISAL	4.1392	.59302	97
TRAINING_DEVELOPMENT	4.2165	.60016	97
COMPENSATION	4.3381	.41769	97

Correlations

		ORGANIZATIONAL_COMMITMENT	RECRUITMENT	SELECTION	PERFORMANCE_APPRAISAL	TRAINING_DEVELOPMENT	COMPENSATION
ORGANIZATIONAL_COMMITMENT	Pearson Correlation	1	.613**	.499**	.384**	.377**	.279**
	Sig. (2-tailed)		.000	.000	.000	.000	.006
	N	97	97	97	97	97	97
RECRUITMENT	Pearson Correlation	.613**	1	.754**	.650**	.558**	.467**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	97	97	97	97	97	97
SELECTION	Pearson Correlation	.499**	.754**	1	.627**	.545**	.552**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	97	97	97	97	97	97
PERFORMANCE_APPRAISAL	Pearson Correlation	.384**	.650**	.627**	1	.702**	.308**
	Sig. (2-tailed)	.000	.000	.000		.000	.002
	N	97	97	97	97	97	97

TRAINING_DEVELOPMENT	Pearson	.377**	.558**	.545**	.702**	1	.449**
	Correlation						
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	97	97	97	97	97	97
COMPENSATION	Pearson	.279**	.467**	.552**	.308**	.449**	1
	Correlation						
	Sig. (2-tailed)	.006	.000	.000	.002	.000	
	N	97	97	97	97	97	97

** . Correlation is significant at the 0.01 level (2-tailed).

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
ORGANIZATIONAL_COMMITMENT	4.3528	.40350	97
RECRUITMENT	4.2703	.43947	97

Correlations

		ORGANIZATION AL_COMMITMEN T	RECRUITMENT
ORGANIZATIONAL_COMMITMENT	Pearson Correlation	1	.613**
	Sig. (2-tailed)		.000
	N	97	97
RECRUITMENT	Pearson Correlation	.613**	1
	Sig. (2-tailed)	.000	
	N	97	97

** . Correlation is significant at the 0.01 level (2-tailed).

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
ORGANIZATIONAL_COMMITMENT	4.3528	.40350	97
SELECTION	4.3107	.38752	97

Correlations

		ORGANIZATION AL_COMMITMEN T	SELECTION
ORGANIZATIONA L_COMMITM ENT	Pearson Correlation	1	.499**
	Sig. (2-tailed)		.000
	N	97	97
SELECTION	Pearson Correlation	.499**	1
	Sig. (2-tailed)	.000	
	N	97	97

** . Correlation is significant at the 0.01 level (2-tailed).

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
ORGANIZATIONAL_COMMITMENT	4.3528	.40350	97
PERFORMANCE_APPRAISAL	4.1392	.59302	97

Correlations

		ORGANIZATION AL_COMMITMEN T	PERFORMANCE _APPRAISAL
ORGANIZATIONAL_COMMITMENT	Pearson Correlation	1	.384**
	Sig. (2-tailed)		.000
	N	97	97
PERFORMANCE_APPRAISAL	Pearson Correlation	.384**	1
	Sig. (2-tailed)	.000	
	N	97	97

** . Correlation is significant at the 0.01 level (2-tailed).



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Correlations

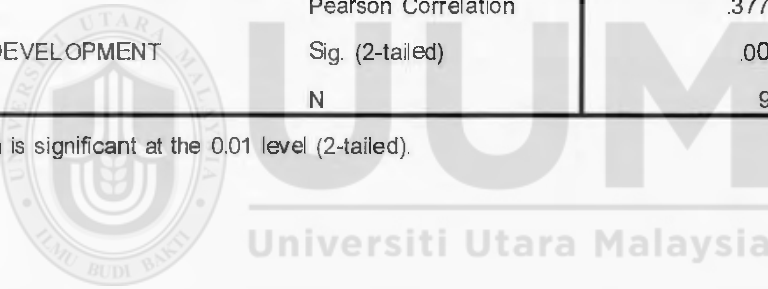
Descriptive Statistics

	Mean	Std. Deviation	N
ORGANIZATIONAL_COMMITMENT	4.3528	.40350	97
TRAINING_DEVELOPMENT	4.2165	.60016	97

Correlations

		ORGANIZATION AL_COMMITMEN T	TRAINING_DEVE LOPMENT
ORGANIZATIONAL_COMMITMENT	Pearson Correlation	1	.377**
	Sig. (2-tailed)		.000
	N	97	97
TRAINING_DEVELOPMENT	Pearson Correlation	.377**	1
	Sig. (2-tailed)	.000	
	N	97	97

** . Correlation is significant at the 0.01 level (2-tailed).

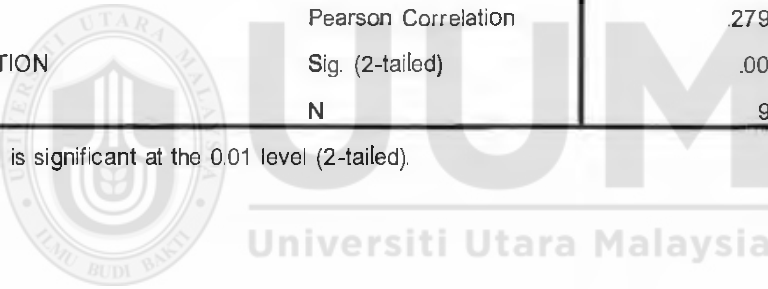


Correlations

Descriptive Statistics			
	Mean	Std. Deviation	N
ORGANIZATIONAL_COMMITMENT	4.3528	.40350	97
COMPENSATION	4.3381	.41769	97

Correlations			
		ORGANIZATION AL_COMMITMEN T	COMPENSATION
ORGANIZATIONAL_COMMITMENT	Pearson Correlation	1	.279**
	Sig. (2-tailed)		.006
	N	97	97
COMPENSATION	Pearson Correlation	.279**	1
	Sig. (2-tailed)	.006	
	N	97	97

** . Correlation is significant at the 0.01 level (2-tailed).



APPENDIX J: REGRESSION

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
ORGANIZATIONAL_COMMITMENT	4.3528	.40350	97
RECRUITMENT	4.2703	.43947	97
SELECTION	4.3107	.38752	97
PERFORMANCE_APPRAISAL	4.1392	.59302	97
TRAINING_DEVELOPMENT	4.2165	.60016	97
COMPENSATION	4.3381	.41769	97

Correlations

		ORGANIZATIONAL_COMMITMENT	RECRUITMENT	SELECTION	PERFORMANCE_APPRAISAL	TRAINING_DEVELOPMENT	COMPENSATION
Pearson Correlation	ORGANIZATIONAL_COMMITMENT	1.000	.613	.499	.384	.377	.279
	RECRUITMENT	.613	1.000	.754	.650	.558	.467
	SELECTION	.499	.754	1.000	.627	.545	.552
	PERFORMANCE_APPRAISAL	.384	.650	.627	1.000	.702	.308
	TRAINING_DEVELOPMENT	.377	.558	.545	.702	1.000	.449
	COMPENSATION	.279	.467	.552	.308	.449	1.000
Sig. (1-tailed)	ORGANIZATIONAL_COMMITMENT		.000	.000	.000	.000	.003
	RECRUITMENT	.000		.000	.000	.000	.000
	SELECTION	.000	.000		.000	.000	.000
	PERFORMANCE_APPRAISAL	.000	.000	.000		.000	.001

N	TRAINING_DEVELOP MENT	.000	.000	.000	.000	.	.000
	COMPENSATION	.003	.000	.000	.001	.000	.
	ORGANIZATIONAL_C OMMITMENT	.97	.97	.97	.97	.97	.97
	RECRUITMENT	.97	.97	.97	.97	.97	.97
	SELECTION	.97	.97	.97	.97	.97	.97
	PERFORMANCE_APP RAISAL	.97	.97	.97	.97	.97	.97
	TRAINING_DEVELOP MENT	.97	.97	.97	.97	.97	.97
	COMPENSATION	.97	.97	.97	.97	.97	.97

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.621 ^a	.385	.352	.32493

a. Predictors: (Constant), COMPENSATION, PERFORMANCE_APPRAISAL, RECRUITMENT, TRAINING_DEVELOPMENT, SELECTION

b. Dependent Variable: ORGANIZATIONAL_COMMITMENT

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	COMPENSATION , PERFORMANCE _APPRAISAL, RECRUITMENT, TRAINING_DEVE LOPMENT, SELECTION ^b	.	Enter

a. Dependent Variable: ORGANIZATIONAL_COMMITMENT

b. All requested variables entered.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.022	5	1.204	11.409	.000 ^b
	Residual	9.607	91	.106		
	Total	15.630	96			

a. Dependent Variable: ORGANIZATIONAL_COMMITMENT

b. Predictors: (Constant), COMPENSATION, PERFORMANCE_APPRAISAL, RECRUITMENT, TRAINING_DEVELOPMENT, SELECTION

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.879	.411	4.577	.000	1.063	2.694					
	RECRUITMENT	.521	.124	4.214	.000	.275	.766	.613	.404	.346	.373	2.682
	SELECTION	.126	.145	.872	.386	-.162	.414	.499	.091	.072	.348	2.870
	PERFORMANCE_APPRAISAL	-.077	.091	-.113	.401	-.258	.104	.384	-.088	-.069	.375	2.667
	TRAINING_DEVELOPMENT	.068	.083	.102	.827	-.096	.233	.377	.086	.068	.445	2.247
	COMPENSATION	-.061	.100	-.063	.543	-.260	.138	.279	-.064	-.050	.628	1.592

a. Dependent Variable: ORGANIZATIONAL_COMMITMENT

Collinearity Diagnostics^a

Mod el	Dimensi on	Eigenv alue	Condition Index	Variance Proportions					
				(Const ant)	RECRUIT MENT	SELECT ION	PERFOR MANCE_ APPRAIS AL	TRAININ G_DEVE LOPMEN T	COMPEN SATION
1	1	5.968	1.000	.00	.00	.00	.00	.00	.00
	2	.015	20.248	.10	.00	.00	.17	.15	.07
	3	.007	28.921	.00	.07	.02	.21	.58	.12
	4	.005	36.356	.85	.15	.03	.05	.02	.18
	5	.004	40.794	.02	.30	.01	.54	.24	.53
	6	.002	54.031	.03	.48	.93	.03	.01	.10

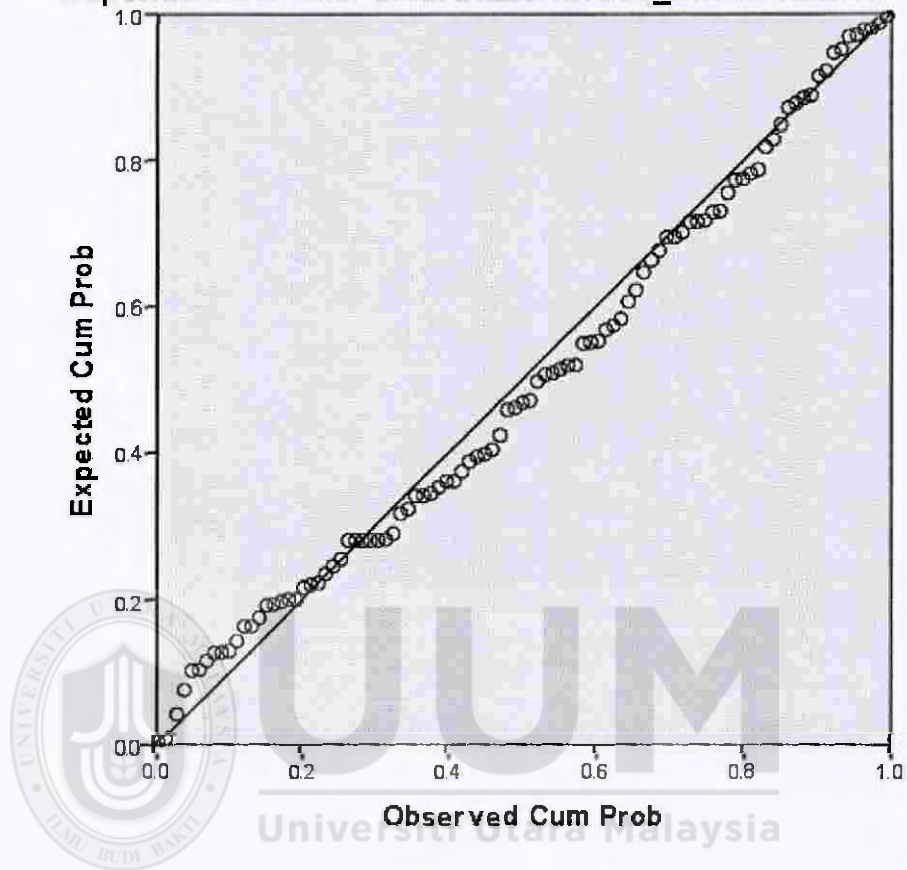
a. Dependent Variable: ORGANIZATIONAL_COMMITMENT

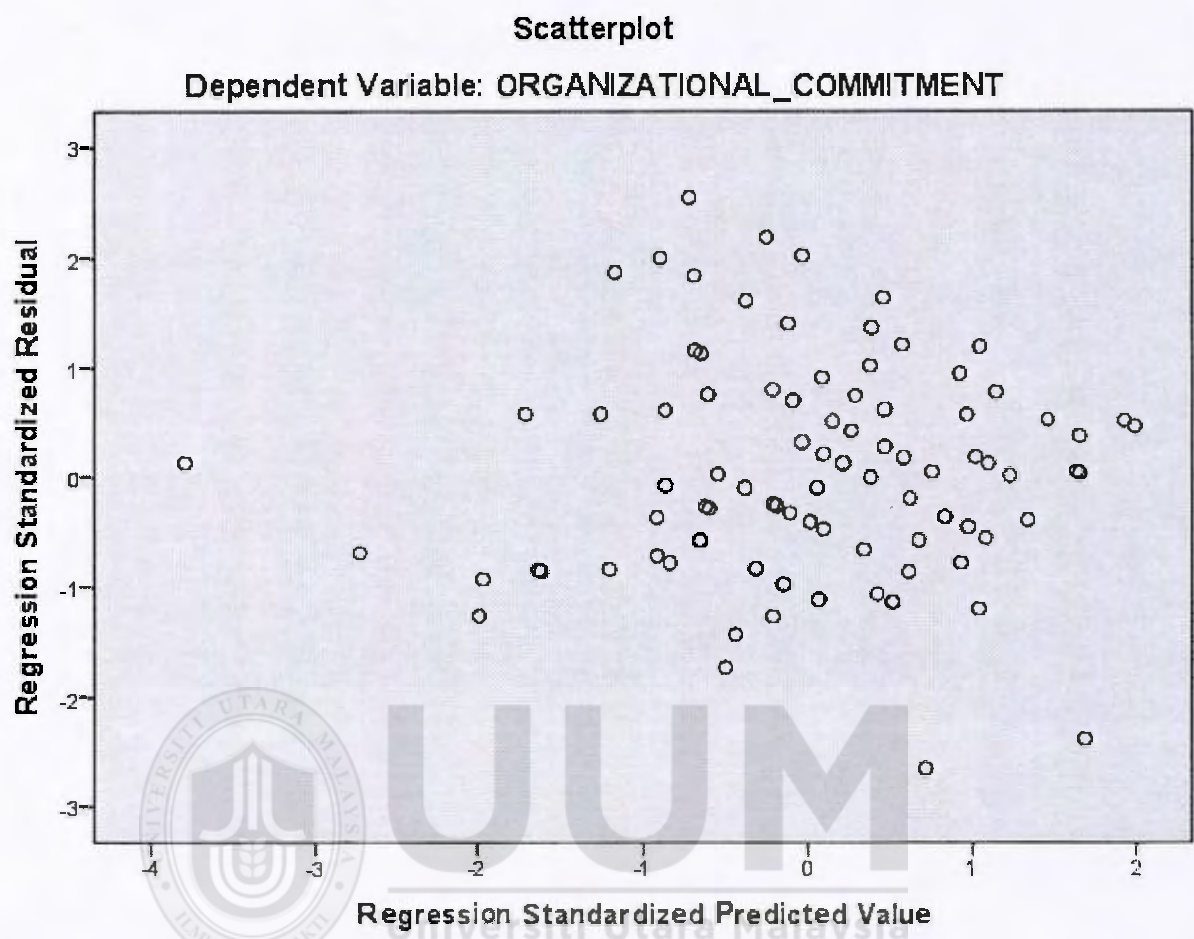
Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.4020	4.8512	4.3528	.25047	97
Std. Predicted Value	-3.796	1.990	.000	1.000	97
Standard Error of Predicted Value	.035	.185	.076	.028	97
Adjusted Predicted Value	3.3815	4.8173	4.3526	.24931	97
Residual	-.86379	.82756	.00000	.31635	97
Std. Residual	-2.658	2.547	.000	.974	97
Stud. Residual	-2.693	2.584	.000	1.003	97
Deleted Residual	-.88616	.85205	.00019	.33613	97
Stud. Deleted Residual	-2.791	2.670	.002	1.015	97
Mahal. Distance	.120	30.288	4.948	5.077	97
Cook's Distance	.000	.194	.011	.022	97
Centered Leverage Value	.001	.315	.052	.053	97

a. Dependent Variable: ORGANIZATIONAL_COMMITMENT

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: ORGANIZATIONAL_COMMITMENT





APPENDIX K: MEMO



MAIPs

MAJLIS AGAMA ISLAM DAN ADAT ISTIADAT MELAYU PERLIS

MEMO

Ruj. : MAIPs.100-46 ()

Tarikh : 16 April 2018
29 Rejab 1439H

Kepada : Semua Pegawai dan Kakitangan MAIPs

Daripada : Ketua Bahagian Khidmat Pengurusan dan Keurusetiaan

Perkara : BORANG SOAL SELIDIK
OLEH : MUHAMAD ZAMIR RIDHA BIN NOORDIN

Dengan hormatnya saya merujuk kepada perkara di atas.

2. Adalah dimaklumkan bahawa borang soal selidik akan diedarkan untuk tindakan tuan/puan seperti senarai edaran.
3. Sehubungan dengan itu, tuan/puan adalah diminta untuk mengembalikan borang soal selidik tersebut semula kepada Cik Maryam binti Mustapha sebelum atau pada 17 April 2018 (Selasa).
4. Kerjasama dan perhatian tuan/puan berhubung perkara ini amatlah dihargai dan diucapkan terima kasih.

"BERKHIDMAT UNTUK AGAMA DAN NEGARA"
"MENJUNJUNG SYAR MEMAJU UMMAH"


(HALINA BINTI ABD WAHID)

APPENDIX L: LIST NAME OF RESPONDENTS

i. MAIPs

SENARAI EDARAN

1. PUAN HALINA BINTI ABD. WAHID
2. USTAZ MOHD NAZRI BIN MAT REJAB
3. ENCIK AZIZUL FITRI BIN ISMAIL
4. PUAN NOR HAYATI BINTI RAMLI
5. ENCIK MOHAMMAD IRSHADUDDIN BIN JASRINIZAR
6. ENCIK AZRUL AFZAL BIN ABDUL LATIF
7. ENCIK ZULKIFLI BIN YAACOB
8. PUAN NURHANIS BINTI ALI
9. TUAN SYED AISAM BIN SYED IDRIS
10. ENCIK AZREE BIN ALIMIN
11. PUAN AZLIZA BINTI MOHAMAD
12. EN AHMAD FITRI B MAT ISA@ MAT HASSAN
13. ENCIK MOHD SABIRIN BIN HASSAN
14. ENCIK MAT ROSE BIN HAJI TAHA
15. HJ. MOHD. RADZI BIN AHMAD RAHIM
16. ENCIK JEFFRI BIN OTHMAN
17. ENCIK SHUHAIMI BIN NORDIN
18. TUAN SYED ALWI BIN SYED AZIZ
19. PUAN NORLELA BINTI ABU
20. PUAN SALIZAH BINTI SUKI
21. ENCIK ISMAIL BIN HASHIM
22. ENCIK KHAIRI BIN WAHAB
23. PUAN AZLINA BINTI KASA
24. PUAN FAUZIAH BINTI AHMAD
25. ENCIK SYAMSUL NAIM BIN ZINON
26. PUAN NOORAIDZA BINTI SAIDIN
27. EN. MOHD. YAZID BIN ABD. RAHMAN
28. PUAN CHEK ZURINA BINTI MD. SAAD
29. PUAN NOR AZIZAH BINTI YUSOP
30. PUAN NURUL HARNINI BINTI AZMI
31. YM TENGKU SHAMSHINAR BT TG ADNAN
32. ENCIK MOHD. NAZRI BIN SEMAIL
33. ENCIK ANAS SABIRIN BIN AFANDI
34. PUAN NOR ANIZA BINTI DAUD
35. ENCIK MOHD SUFRIZAN BIN SUDIN
36. EN.MUHD FAHMI FADHLI BIN SALLEHUDIN
37. ARMAN JUNAIDIE BIN ABU BAKAR
38. EN. JONAIIDIE BIN ABD. RAHMAN
39. EN. AHMAD KAMEL B MAHAMOOD
40. PN. EDAYU NOORFARLINA BT NASHARUDDIN
41. PUAN ROSMINI BINTI MD SAAD
42. PUAN NUR SURAYA BINTI BASRI
43. PUAN NORHAFIZA BT. HUSSIN
44. CIK NURAZIRAH BINTI AZMI
45. PUAN SITI NAJWA BINTI ABU BAKAR

46. PUAN AZZYYATI BT ABDUL AZIZ
47. PUAN KHALISHA BINTI ABD KARIM
48. EN. MOHD FIRDAUS BIN SALEHUDIN
49. AMINUDDIN BIN ABDUL HAMID
50. PUAN FARAH AZILA BINTI ABD HALIM



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ii. JABATAN MUFTI NEGERI PERLIS



KAKITANGAN JABATAN MUFTI NEGERI PERLIS

BIL	NAMA	JAWATAN
1	DATO' ARIF PERKASA DR MOHD ASRI BIN ZAINUL ABIDIN	MUFTI NEGERI PERLIS
2	ROSLAN BIN ESA	TIMBALAN MUFTI
3	NAFIZAH BT. ABD HALIM	PEGAWAI HAL EHWAL ISLAM
4	MUHAMMAD KHIDHIR BIN ABDUL GHANI	PEGAWAI HAL EHWAL ISLAM
5	MOHD SHAHRIL BIN MOHD SHUKRI	PEGAWAI ISNAD
6	MOHD AZRI BIN MOHD NASARUDDIN	PEGAWAI ISNAD
7	MOHAMMAD WAFIQ BIN DESA	PEGAWAI ISNAD
8	NOR FAEZAH BT HASSAN	PEGAWAI ISNAD
9	SABARIAH BT. CHIN	PEMBANTU TADBIR KANAN
10	MOHAMAD ABDUL KADIR BIN SAHAK	PEN PEG HAL EHWAL ISLAM
11	SYED ABDULLAH IDID BIN SYED SALIM IDID	PEN PEG HAL EHWAL ISLAM
12	ZULHILMI BIN KHOBIN	PEN PEG HAL EHWAL ISLAM
13	MOHAMAD FAISAL BIN RAMLI	PEN PEG HAL EHWAL ISLAM
14	NURHAYATI BT. JAMERI	SETIAUSAHA PEJABAT
15	MAKROFI BIN HUSIN	PEMBANTU HAL EHWAL ISLAM

16	SURIANY BT. RAMLI	PEMBANTU TADBIR (P/O)
17	MOHAMMAD ANJAR IZZUDDIN BIN MOHAMMAD AMIN	PEMBANTU TADBIR (KEW)
18	MUHAMAD ZULFAHMI BIN ABDUL SAMAD	PEMBANTU TADBIR (P/O)
19	DANIAL AFIQ TAQIYUDDIN BIN ABDUL JAMIL	PEMBANTU TADBIR (P/O)
20	HUDA BT. JOHARI	PEMBANTU HAL EHWAL ISLAM
21	NAZIRAH BT. ABD HADI	PEMBANTU HAL EHWAL ISLAM
22	RUSNANI BT. HASAN	PEMBANTU HAL EHWAL ISLAM
23	AHMAD FATHI BIN AZIZ	PEMBANTU OPERASI
24	SYED AMMAR YASSER BIN SYED YUSOF	PEMANDU KENDERAAN
25	MUHD AIRUL NAIM BIN ABDULLAH	PEMANDU KENDERAAN (KONTRAK)

Universiti Utara Malaysia

APPENDIX M: LETTER OF DATA COLLECTION

	OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS Universiti Utara Malaysia 06010 UUM SINTOK KEDAH DARULAMAN MALAYSIA	 Tel: 604 928 7101/7113/7130 Faks (Fax): 604 928 7160 Laman Web (Web): www.oayagab.uum.edu.my
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"MUAFAKAT KEDAH"

UUM/OYAGSB/R-4/4/1
28 March 2018

TO WHOM IT MAY CONCERN

Dear Sir/Madam

DATA COLLECTION

COURSE: Research Paper
COURSE CODE: BPMZ69912
LECTURER: Dr. Mohd Shahril Ahmad Razimi

This is to certify that the following is a postgraduate student from the OYA Graduate School of Business, Universiti Utara Malaysia. He is pursuing the above mentioned course which requires him to undertake an academic study and prepare an assignment. The details are as follows:

NO.	NAME	MATICNO.
1.	Muhammad Zamir Ridha Bin Naordin	822018

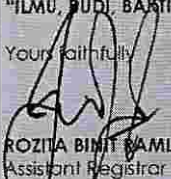
In this regard, I hope that you could kindly provide assistance and cooperation for him to successfully complete the assignment given. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"BERKHIDMAT UNTUK NEGARA"
"ILMU, BUDI, BAKTI"

Yours faithfully,


ROZITA BINTI SAMLI
Assistant Registrar
for Dean
Othman Yeop Abdullah Graduate School of Business

c.c - Student's File (822018)

Universiti Pengurusan Terkemuka
The Eminent Management University

